

## United Fire Brigades' Association (UFBA) Submission on Fire and Emergency New Zealand (FENZ) Local Planning 17 April 2024

FENZ Questions	UFBA Response
<p><b>What proportion of Volunteer ff's have responsibilities with other emergency orgs? I.e., CDEM</b></p>	<p>UFBA does not hold this data.</p>
<p><b>What does Local planning mean to you and your organisation?</b></p>	<p>UFBA notes the specific statutory mandate set out in section 21 of the Fire and Emergency New Zealand Act 2017, along with the underpinning philosophy and obligations within section 21.</p> <p>For UFBA, local planning within the Fire and Emergency context relates to the comprehensive and integrated reduction of community risk and enhancing community safety. It is about building the risks and needs of the community into the way that FENZ works. The key output of local planning is accurate information derived from quality data, to underpin or inform strategic decision-making as well as operational service delivery. The outcomes of local planning will include:</p> <ul style="list-style-type: none"> <li>• enhanced community awareness of risks to community safety at a local level</li> <li>• enhanced FENZ awareness of risks to community safety at a local and national level</li> <li>• a store of quality risk-related data</li> <li>• strong cooperative relationships and networks</li> <li>• enhanced sector stakeholder buy-in</li> <li>• effective and efficient use of public funds</li> <li>• the identification of relevant community-based resources, including people resources as yet unknown</li> <li>• evidence-based plans that outline: <ul style="list-style-type: none"> <li>○ all foreseeable fire and emergency-related risks.</li> <li>○ how FENZ and its partners will allocate resources across readiness, risk reduction and response.</li> <li>○ required service objectives, including resource allocation for mitigating risks; and</li> <li>○ FENZ management strategy and risk-based programme for enforcing the provisions of its regulatory programmes.</li> </ul> </li> <li>• Pathways/opportunities for innovation and the development and adoption of 21st-century operating models</li> <li>• Ultimately, a unified fire and emergency sector</li> </ul> <p>The UFBA see local planning as a framework to undertake community informed risk profiling and planning, not FENZ doing all the planning themselves. The community needs to inform what they value most. A risk is present when there is a threat to what is valued (not perceived to be valued by the community) and within the context of FENZ duties to protect life, property, and environment. No value = No risk.</p> <p>The UFBA expects FENZ:</p> <ul style="list-style-type: none"> <li>• to comply with Section 21 of the Act which requires FENZ to plan specifically for each local area for which it has set a Local Advisory Committee boundary.</li> </ul>

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	<ul style="list-style-type: none"> <li>• to be focussed on the specific needs, resources, constraints, and capabilities in the local area that are relevant to FENZ’s functions as defined in Sections 11 and 12 of the Act.</li> <li>• to enable communities, brigades, and Local Advisory Committees (LACs) to inform, and to provide advice on the risks and needs of the local area. For these results in local planning that ensures that capability in the local area is sufficient to manage local risks and needs.</li> <li>• demonstrates how the organisation’s local allocation of resources fits with the national plan.</li> </ul> <p>UFBA expects Local planning will be effective when the local planning processes deliver the following outcomes:</p> <ul style="list-style-type: none"> <li>• FENZ are well informed and understand local risk and need.</li> <li>• FENZ services and resources are aligned with local risk and need.</li> <li>• FENZ plan in conjunction with the community – communities are more resilient to fire and emergency risks.</li> <li>• FENZ connections with community are deeper and stronger and tied to local risk and need.</li> </ul> <p>In more detail, the UFBA would expect that this requires having transparent, defensible, and enduring methods to:</p> <ul style="list-style-type: none"> <li>• identify, assess, and mitigate risks - that could impact life, property, and the environment. For this to include the assessment of the likelihood and potential impact of these risks to inform risk reduction strategies to reduce such likelihood of the hazards or to lessen their impact. For this focus to be connected between communities, regions, and the country as a whole (i.e., public education campaigns, regulations (such as building codes), etc).</li> <li>• engage with communities - to inform the development of the Local Plan, to raise community awareness of risk, preparedness, and resilience, and to listen to community concerns and needs and setting realistic expectations relative to FENZ’s functions. In addition to hearing from the LACs, it may include public meetings, surveys, and workshops to gather input and foster community collaboration and relationships, working with local government who often lead macro planning processes for communities and collaboration with various stakeholders, including local businesses, non-profit organisations, and other regional and national agencies.</li> <li>• have ready access to an accessible, current, relevant catalogue of knowledge of the resources available to the community, including emergency services, medical facilities, and communication systems to help FENZ to understand the capacity to respond to and recover from emergencies.</li> <li>• outline the actions to be taken in the event of a crisis, including evacuation plans, emergency services coordination, and communication with the public.</li> <li>• recover in the aftermath of an incident to restore communities as quickly and practicably as possible.</li> <li>• adapt to changes in risks and community capabilities over time requiring regular reviews, updating of plans to plan for effectiveness.</li> </ul> <p>That the primacy of risk prevention and preparedness must be acknowledged and embedded into the organisational culture. over response and recovery. Whilst it has always been this way in theory, it has been difficult for FENZ to give effect to this principle due to cultural impediments, daily pressures and by not being resourced as intended on the establishment of the new organisation. Community resilience spirals downwards if communities with FENZ support do not get to preparedness and reduction.</p> <p>”.</p> <p>With the right interventions, communities can greatly reduce the requirements upon FENZ to undertake response activity. The UFBA encourage FENZ to apply appropriate weightings to 4Rs, noting the primacy of preparedness and prevention, and for this to affect decision-making, KPIs and investment prioritisation.</p>
<p><b>What oversight and governance should FENZ have over Local planning?</b></p>	<p>Governance is about strategic issues and direction, oversight, organisational/corporate risk management, evaluation of effectiveness and accountability whereas management is about execution, implementation, and operations.</p> <p>The Minister, together with the FENZ board, is responsible for clearly setting the direction of FENZ; ensuring that the organisation achieves its objectives, as expressed in legislation and the Statement of Intent, and manages any risks to the Crown. In governing the organisation, the FENZ board exercises its statutory powers and functions, and may delegate these powers and functions in accordance with section 73 of the Crown Entities Act 2004.</p> <p>Effective governance and oversight in this context ensure that risk management practices not only protect the community but also evolve in response to new challenges and opportunities.</p> <p>The UFBA expects FENZ to make sure Local plans:</p>

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	<ul style="list-style-type: none"> <li>• are evidence-led by relevant data.</li> <li>• align to FENZ strategic planning frameworks (i.e., they are inextricably linked to the national strategy, national plans, investment plans, annual budgets, and targets) and are therefore enduring. The UFBA expect FENZ should also commit to planning KPIs or other performance metrics that are monitored by the Department of Internal Affairs and shared with core stakeholders.</li> <li>• are forward looking and responsive to emerging risk and need (Environmental scan) using a 3-yearly plan with a 10-year planning horizon that is reviewed every 2 years.</li> <li>• address all 4Rs, noting the expectation that reduction is a greater focus than that historically valued by the workforce.</li> <li>• are locally relevant and include risks and needs identified by local stakeholders.</li> <li>• ensure local stakeholders have a strong influence when FENZ is deciding local capability.</li> <li>• align to levy setting processes to ensure investment priorities can be funded. Investment decisions made on the basis of strategy and evidence, with flexibility for change.</li> <li>• comply with relevant laws and regulations.</li> <li>• are supported by:             <ul style="list-style-type: none"> <li>○ clear leadership roles and organisational structures for identifying and managing community risks. This includes giving effect to the statutory obligations to engage with LACs and a broad range of stakeholders in the risk management process helping to ensure that diverse perspectives and resources are considered in planning and response efforts.</li> <li>○ policies that guide risk management activities, including mitigation, preparedness, response, and recovery efforts.</li> <li>○ adequate funding and resources are allocated to risk management activities. This may involve setting aside budgets for emergency preparedness.</li> <li>○ regular training programmes and simulation exercises to help identify gaps in plans and improve coordination among different entities.</li> <li>○ reliable information and communication systems to support risk management activities. This includes systems for early warning, emergency communication, public information, and interagency coordination.</li> <li>○ monitoring and evaluating the effectiveness of risk management activities. This involves regular reviews of plans and policies, post-event evaluations to assess responses to incidents, and audits of compliance with laws and regulations.</li> <li>○ incorporating lessons learned from exercises, actual events, and evaluations into the ongoing planning process to improve risk management strategies over time.</li> </ul> </li> </ul>
<p><b>How would you and your organisation see a network based modular service delivery working?</b></p>	<p>By definition, the UFBA understands modular service delivery to be a method of services broken down into discrete modules or components, each designed to perform a specific function or set of functions. These modules are then able to be developed, updated, and maintained independently (potentially) of one another, allowing for greater flexibility and scalability in service delivery.</p> <p>The modular service delivery concept enables customisation of services. In this context, to meet diverse community risks and needs by combining different modules depending on need.</p> <p>A key factor of network-based modular service delivery is ensuring that the different modules and components can work together seamlessly. This requires standardisation or at least compatibility of interfaces, protocols, and formats to allow for smooth integration and interaction amongst the modules.</p> <p>This model could involve a number of providers contributing different modules are integrated to deliver a service. This collaboration / partnership can extend across geographical and organizational boundaries, facilitated by the network (i.e., as occurs presently in wildland fires with third parties and FENZ contractors).</p> <p>The use of a modular approach in a networked environment means services can be quickly adapted to changing needs or scaled up or down as demand varies. New modules can be added, and existing ones can be updated or replaced without disrupting the overall service delivery.</p> <p>This approach allows for efficient use of resources by enabling providers to focus on their areas of expertise and innovate within their modules. At the same time, it offers the possibility of highly customised risk-based services tailored to the unique community risk profiles across the country.</p> <p>While network-based modular service delivery offers numerous benefits, it also presents challenges such as ensuring the quality and security of overall services, managing the complexity of integrating services from several providers, and coordinating effectively across different parts of the network.</p>

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	<p>Network-based modular service delivery is about providing customisable, scalable, and efficient services by leveraging the strengths of modularity and networking. It reflects a shift towards more agile, customer-focused service models that can adapt to the fast-changing environment of the digital age.</p> <p>Network based modular service delivery means:</p> <ul style="list-style-type: none"> <li>• Communities are profiled based on risk and need and establish the level of accountability and ownership the community would take for their own resilience outcomes. Vulnerable communities and areas of underinvestment with specific risks and needs are considered and are actively supported. Changing risks, needs and outcomes of the communities are monitored to adjust level of support as required.</li> <li>• FENZ works with Māori, Pacific peoples, and other communities to help them identify their risks and needs, and ensure these communities take an active role in the design and implementation of FENZ initiatives.</li> <li>• Service delivery is tailored to community risk profile with access to networked surge capability and capacity (i.e., potential for segmented or tiered station model, based upon community risk and need profiles). Leverage the scale of the national organisation. Service delivery priority outcomes are set across the 4R’s, with autonomy given to the local level to tailor delivery of the FENZ mandate and give this in a way that fits local risk and need.</li> <li>• All operational personnel have a part role in education and risk reduction.</li> <li>• Decision making responsibility is appropriately enabled. The right person is in control of an incident. Role assignment reflects demonstrated competency that can be relied on by all operational personnel.</li> <li>• Fit-for-purpose unified ways of working, agnostic to workforce (i.e., employees, volunteers, and contractors are organised and synchronised to best match the community risk and need).</li> <li>• Tailored operational capability. Highly tailored capability model reflecting specialisation and levels of competence across the workforce.</li> <li>• Modular volunteer support model, based on modern volunteer principles and volunteer need profiles. Flexible approach to defining volunteer roles and engaging volunteers, with modular support tailored to local risk and need profile. A national volunteer engagement framework with local flexibility. Volunteers may be cross-skilled, across various roles, including risk reduction, or contribute singular specialist skills/capability in incident management. Leadership support of FENZ volunteers is tailored to local requirements.</li> <li>• FENZ is highly connected with its partners and communities using flexible models that supports community resilience and response (i.e., partnerships are primarily aimed at outcomes within the FENZ mandate with consideration of broader community needs leading to unique partnership models adopted based on a national framework, adapted to the specific needs of the community and of the partners). A partnership model that allows for both joint and delineated partnerships, depending on outcomes being worked towards and the type of work (e.g., response, risk reduction).</li> <li>• New and existing technologies are harnessed to keep people safe and create a mobility enabled workforce. Intelligence used to establish evidence, identify trends, and inform and influence strategic planning and investment decisions. Enabled by a sophisticated information and knowledge management infrastructure. Qualitative insights are based on data intelligence but objectively validated by people.</li> </ul> <p>The UFBA expects resilience communities to grow stronger through an integrated local planning framework made up of four core components:</p> <ol style="list-style-type: none"> <li>1. Modular operational standards were envisaged to be a framework for delivering services based on local risk and need.</li> <li>2. Risk modelling and capability planning was envisaged to be a framework for modelling local risk and capability based on evidenced-based data.</li> <li>3. Local planning was envisaged to be a process for assessing local risk and need and FENZ capability to address this.</li> <li>4. LACs were designed to provide a direct means of engagement with the community to inform on local risk and need.</li> </ol>
<p><b>What is your view of what matters might reasonably be expected to “substantially affect” Volunteers in relation to Local planning?</b></p>	<p>The UFBA considers the following matters might reasonably substantially affect volunteers in relation to local planning:</p> <ul style="list-style-type: none"> <li>• the quality of the intelligence gathered by FENZ and offered by the community to inform the Local Plan.</li> <li>• the effectiveness of the local planning processes to deliver what is needed to each volunteer brigade enabling them to adequately give effect to Sections 11 and 12 of the Act irrespective of their community location (i.e., metro, provincial, rural, and remote community).</li> <li>• macro issues that impact on the community’s ability to provide sufficient capability or capacity to resource volunteer brigades (i.e., urbanisation, aging population)</li> </ul>

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<p><b>How can we ensure the role and value of career and volunteer firefighters through Local planning?</b></p>	<p>Local planning requires an open and enquiring mind set by FENZ to ensure the organisation is adaptive to the changing risk profiles of the communities it serves; personnel are only one element of a complex system called local planning.</p> <p>Done well, local planning informs the short and longer-term requirements of FENZ in each community.</p> <p>Where local planning is successfully linked to national plans, strategies, and investment decisions, this is the means by which FENZ plans for, and funds, the capability and other resources needed for the organisation to give effect reliably and sustainably to Sections 11 and 12 of the Act.</p> <p>Where FENZ would consult with its employees, it also must consult with its volunteers to meet the intention of Section 36 of the Act, and Clause 118 of the Crown Entities Act 2004 as cited in the Fire and Emergency New Zealand Act 2017.</p>
<p><b>How do we demystify and make Local Planning topical and attractive?</b></p>	<p>We assume that this question is aimed at fostering greater community interest and active involvement in community preparedness and resilience activities by community members seeing the value of such effort.</p> <p>The UFBA would expect a continuation of existing methods used by FENZ where evidence indicates these methods are successful in gaining cut-through impact and appeal to the intended audiences, with desirable outcomes measurably improving (i.e., education and awareness campaigns, resources such as emergency preparedness kits, simulation exercises, leveraging social media platforms to reach different audiences, integration with community events, youth engagement programmes).</p> <p>Strengthening efforts in this area may involve:</p> <ul style="list-style-type: none"> <li>• more fact-based marketing / collaboration with other agencies (e.g., working with the likes of Toka Tū Ake: EQC, in joint campaigns or simply greater use of their statistics and evidence-based information to increase the interest and appeal, impact and outreach in communities)</li> <li>• a greater commitment* to authentic collaboration with respected community leaders and local community networked organisations with the goal of achieving greater participation by those affected by high-risk profiles. This builds on the understanding that people are more likely to engage with and trust information coming from familiar and respected sources and in doing so, this helps to foster a stronger sense of community ownership and empowerment, making the plans more relevant and supported by those most affected (* funding, resources, effectiveness measures).</li> <li>• increasing personal and community relevance - highlighting personal and economic advantages of effective risk management planning to motivate participation and support by helping communities to understand and value the practical benefits of such planning to their communities in efforts to protect life, property, and the environment.</li> <li>• proactive plans to engage in activities that offer a high-profile community presence, targeted sponsorship, use of local celebrities to spread the message and celebrate community achievements and progress made in community risk management to help build momentum and sustain interest. Sharing positive outcomes and testimonials can inspire confidence and build momentum.</li> </ul>

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<p><b>How do we make Local Planning enduring?</b></p>	<p>To build an authentic partnership with the community with the intention of assisting their work and the joint responsibility with organisations like FENZ and others, to strengthen overall community resilience and adaptability (not just a focus on specific hazards). A resilient community is better equipped to handle various challenges over the long term and not just reliant on emergency services.</p> <p>The definition of enduring is “lasting over a period of time; durable”.</p> <p>Making local planning both successful and enduring, requires setting up a good process (as outlined in other sections of this document), funding it, resourcing it, and consistently committing to it long-term. It requires monitoring, continuous improvement, and accountability to ensure its ongoing effectiveness. The opposite – a poor process, sporadic funding, and resourcing, little to no commitment or follow through, will lead to its failure.</p> <p>The UFBA encourages FENZ to learn from others, to draw on prior work done to explore how to undertake effective local planning and resist the urge to start from scratch and run a high risk of taking a further seven years to embed a long-awaited process.</p> <p>Local planning is at the core of ensuring FENZ is responsive to local risks and needs across Aotearoa. It requires local planning to become part of the organisation’s culture, DNA. It will involve ongoing community engagement and planning but also sustaining interest, participation, and continuous improvement over time. Whilst there is a lot FENZ needs to do, equally so must the community. Gaining their collective hearts, minds, funding, and resources, requires partnership, collaborative behaviour, and strategic oversight. Here are some ideas, consistent with other sections of this document to help achieve this:</p> <ul style="list-style-type: none"> <li>• keep doing what FENZ does well by maintaining the commitment to ongoing relevant education and awareness programmes to keep risk management in the public consciousness.</li> <li>• getting better at establishing and maintaining partnerships with businesses, non-profits, academic institutions, and other government agencies and finding collaborative ways to drive more enduring sustainable outcomes; this requires FENZ to resist the urge to “build all from within”. These partnerships are a source of resources, expertise, and support for risk management initiatives.</li> <li>• not to under-estimate the strength of ownership among community members that develops from their participation and influence in planning processes, decision-making, and implementation on matter that affect them and those around them. Not only does this help FENZ to be more enduring with its local planning processes, but it also helps to ensure that initiatives are well-supported and relevant to local needs.</li> <li>• be creative and open to the pursuit of integrating risk management planning into local governance structures and processes, ensuring it is a regular part of community decision-making, budgeting, and development planning.</li> <li>• experiential moments help to embed the reality of what could happen in communities and the benefits of preparedness. Holding simulations, training sessions, emergency drills for community members, businesses, and emergency responders. This helps maintain preparedness and ensures that plans are practical and effective.</li> <li>• being savvy with the use of technology to facilitate information sharing, monitoring of risk management activities and unearthing improvements. The use of mobile applications, online platforms and social media can support community-wide participation and awareness. Listening to community input can help identify areas for improvement and innovations in risk management practices.</li> <li>• keeping risk management plans relevant and effective - routine reviews and incorporating lessons learned from recent events and changes in the community’s risk profile.</li> <li>• continuous monitor and strengthen the methods for community feedback and suggestions and continually developing the knowledge base of risk management activities, best practices, and lessons learned. Sharing this knowledge within and beyond the community can help refine approaches and foster a culture of preparedness.</li> <li>• recognise the contributions of individuals, organisations, and businesses to motivate ongoing participation and support. Celebrate risk management and preparedness.</li> <li>• KPIs and output measures to test planning is effective.</li> <li>• Clear reduction methods.</li> </ul>

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<p><b>Does every brigade need to have the same capabilities?</b></p>	<p>The UFBA believes that while all brigades share the core mission of protecting life, property, and the environment from fires and other emergencies, and there are obvious common requirements (such as the ABC of resuscitation etc.), the specific capabilities required for a brigade can (and arguably should) vary based on a range of risk-informed factors and therefore should be tailored to the community’s unique risks, resources and characteristics, with access to neighbouring areas for more specialised or less frequent incidents. A system designed to ensure a more efficient and effective response to incidents, tailored to local needs with an added benefit of easing the steadily increased pressure on the requirements of firefighters, specifically volunteers.</p> <p>An example of the different factors mentioned above are:</p> <ul style="list-style-type: none"> <li>• the presence of hazardous materials</li> <li>• historical buildings requiring preservation during firefighting efforts.</li> <li>• high-rise structures</li> <li>• wildland-urban interface and agricultural incidents</li> <li>• areas prone to specific natural disasters</li> <li>• complex rescue operations requiring specialised skills and equipment.</li> <li>• communities with large industrial areas, airports and ports that may need brigades trained in chemical spills, aviation, or maritime fires.</li> <li>• rural and remote communities where available resources also play a crucial role but where the smaller communities may have limited capabilities etc.,</li> <li>• emerging risks related to EVs and more widespread use of hydrogen as a vehicle fuel.</li> </ul> <p>The notion of a tailored approach is consistent with the work done in prior years to explore the concepts of:</p> <ul style="list-style-type: none"> <li>• modular service delivery</li> <li>• surge response capacity (i.e., local, regional, and national); and</li> <li>• the modern volunteer – with volunteerism under strain from factors such as urbanisation, cost of living, pressure on self-employed and other small business releasing volunteers from income generating work.</li> </ul> <p>The UFBA supports work done to explore practical ways FENZ can support the unique risk profile of communities, partner with neighbouring brigades for certain capabilities and equipment.</p>
<p><b>If we started from Zero, how would you design a fire and emergency service, so it complies with Sect.21, unconstrained by current processes and restrictions?</b></p>	<p>The UFBA understands the remit of this group is to inform local planning, not to redesign the overall FENZ operating model. It is therefore unclear in what context this broad question is asked and what would happen with any information provided.</p> <p>Given the breadth of the question, and the time available to answer, the UFBA encourages the group to revisit the Operating Model signed-off by all unions and associations and significant stakeholders several years ago. The UFBA rejects the notion of starting from zero given the limitations on who would inform any new such model, and the fulsomeness of any such ideology.</p> <p>Local planning across the country may well demonstrate the current model in operation by FENZ is more reflective of the 19<sup>th</sup> and 20<sup>th</sup> Century paradigms, not the 21<sup>st</sup> Century service FENZ was set up to be.</p> <p>The UFBA does not believe FENZ should act as if it has superior solutions already available or could come up with them if it took a zero-up approach to local planning. With good research from other jurisdictions around the world, “off the shelf” solutions may be found.</p>

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<p><b>What will make Local Planning fail?</b></p>	<p>The UFBA expects local planning could fail for a variety of reasons. To name a few:</p> <ul style="list-style-type: none"> <li>• shortcomings in the planning process, including unclear objectives, unfocused activity, disconnected use of information (i.e., not whole-of-organisation approach, does not link to investment decision-making and national strategies and commitments).</li> <li>• plans that are too short-term, narrowly focused on immediate issues with disregard for longer-term considerations and/or are rigid and do not allow for changing circumstances or new information causing plans to become obsolete or impractical.</li> <li>• ineffective and/or lack of community engagement including inhibited ‘free and frank’ engagement by LACs with the FENZ Board. can result in plans that may not adequately reflect the local context, risks, and needs; plans that may not adequately capture environmental hazards, economic shifts, or social changes; plans without the requisite technical, legal, or specific expertise, all factors that can lead to plans that are not resilient or adaptive to unforeseen challenges, may be unrealistic, technically flawed, or non-compliant with regulations. Ineffective plans that are not well-suited to the community’s actual risks and needs can lead to resistance or lack of support and buy-in from the community.</li> <li>• inadequate funding and investment prioritisation and decision-making that compromises implementation of plans</li> <li>• political limits to levy increases</li> <li>• not being evidence-led. Poor data quality, completeness, consistency, and access. Not making use of the knowledge and engagement already done by local personnel. Filtering of local advice by FENZ management.</li> <li>• poor boundary management (i.e., poor match to local management areas).</li> <li>• poor connection and potential role confusion with LACs (i.e., advisory not governance or management).</li> <li>• poor management of expectation that every local area risk or need will be specifically mitigated or funded.</li> <li>• the skills required for the new type of planning required by the Act in 2017 are not being developed or invested in by FENZ.</li> <li>• poor communication during the planning process can lead to misunderstandings, misinformation, and lack of clarity about the plan’s goals and benefits.</li> <li>• community resistance due to fear of the unknown, scepticism about the benefits of the plan, or attachment to the status quo, can hinder implementation.</li> <li>• Internal resistance to new approaches and change</li> </ul>
<p><b>How will we resolve conflict/disagreements?</b></p>	<p>The UFBA expect that resolving conflicts or disagreements involves a combination of communication, understanding, and approaches tailored to the situation and when done well, can potentially turn divisive situations into opportunities for improved relationships and more sustainable outcomes for the community.</p> <p>It starts with an open, respectful, and safe means of communication and engagement underpinned by:</p> <ul style="list-style-type: none"> <li>• respectful, responsive, inclusive behaviour by the parties</li> <li>• proactive outreach by FENZ providing sufficient time for communities to be engaged.</li> <li>• clear role clarity and accountability at the outset</li> <li>• effective channels to communicate - be contacted, heard, respected, replied to</li> <li>• effective escalation channels</li> <li>• follow-through.</li> </ul> <p>Having a documented process for resolving disagreements that includes:</p> <ul style="list-style-type: none"> <li>• clear process steps and expected timeframes.</li> <li>• a safe environment where parties feel comfortable sharing their thoughts and ideas without fear of judgment or retaliation. Accountability on all parties to uphold the principles of conflict resolution safety in this regard.</li> </ul>



FENZ Questions	UFBA Response
	<ul style="list-style-type: none"> <li>• an approach that is forward-focused, seeking areas of agreement or shared goals that can serve as a foundation for building a solution, clear identification of the root cause(s) of the disagreement which could be related to unmet needs, values, or fears, collaboration to generate potential solutions to the disagreement, and where able, deciding together on the best course of action - mutual agreement is key to a lasting resolution.</li> <li>• access to available mediation or third-party support if the parties are unable to resolve the conflict.</li> <li>• a clear plan for implementing the agreed outcome.</li> </ul> <p>What are FENZ prepared to commit to, based on their own learned experiences?</p>
<p><b>How do we make local planning transparent?</b></p>	<p>The UFBA expects that a transparent local planning process by FENZ would involve ensuring that the process is open, accessible, and understandable. Such a process being essential for building community trust, participation and buy-in for the creation of local plans that are well-informed and reflective of community risks and needs.</p> <p>The following attributes are considered helpful for building a transparent process:</p> <ul style="list-style-type: none"> <li>• engage with the brigades and LACs who have local knowledge and networks to understand how, when, and where to best outreach into their communities.</li> <li>• clear criteria and processes used for informing and making planning decisions, and access to detailed explanations of the reasons and the inputs considered.</li> <li>• planning documents, decision-making criteria, data, and information is easily accessible. Utilise various channels to outreach to the community in ways reflective of the population.</li> <li>• accessible regular community meetings (including virtual) that are well-advertised and scheduled at convenient times and locations to encourage maximum participation.</li> <li>• community engagement is with a wide range of stakeholders to gather diverse perspectives and input. Including a variety of methods for feedback to be received. Keep the community informed about the progress of planning initiatives. Being open about challenges, limitations, and changes to plans (with rationale).</li> <li>• use of plain language, avoiding jargon and technical language that may be barriers to understanding. Provide simple clear messages. Use summaries, visual aids, and translations to make complex information more accessible.</li> <li>• have clear accountability measures for decision-makers, including conflict-of-interest policies and ethical guidelines and make these available to the community to promote transparency demonstrate integrity of the planning process.</li> <li>• educational programmes and resources to help community members understand the planning process, the importance of their participation, and how they can contribute effectively.</li> <li>• maintain accessible records of the planning process and decisions made.</li> <li>• publish the outcomes of local plans and ensure Department of Internal Affairs monitor performance of the planning processes.</li> </ul>