

LESSONS MANAGEMENT FORUM 2023

DAY 1 | 27 JUNE

Welcome

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LESSONS MANAGEMENT FORUM 2023

———— DAY 1 | 27 JUNE ————

Thank you for joining us, the
forum will commence at
10.00am AEST (Canberra time).

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Welcome

Margaret Moreton

Executive Director, Australian Institute for Disaster Resilience (AIDR)

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Australian Government
National Emergency
Management Agency

Welcome/Acknowledgement to Country

AFAC and AIDR acknowledges the Traditional Owners of the land in which we are hosting this event from, the lands of the Ngunnawal people.

We acknowledge the Traditional Custodians of the various lands on which everyone online join us from today and the Aboriginal and Torres Strait Islander people participating in this event.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters across Australia.

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Acknowledgement of Sponsors



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Natural
Hazards
Research
Australia



Australian Government

**National Emergency
Management Agency**



C3 RESILIENCE
WWW.C3RESILIENCE.COM

Opening Address

Margaret Moreton

Executive Director, AIDR

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Housekeeping

- Please ensure all phones are switched to silent
- Q&A will be through Slido, please post your questions using the Slido link and QR Code.
- For those of you online, please use the chat window to share any thoughts or reflections
- Make sure to select 'everyone' in the dropdown menu for everyone to view your messages.
- Please be respectful to each other and our presenters when posting your comments or questions.

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Learning lessons in the era of consecutive, concurrent, compounding and complex crises

Joe Buffone

National Emergency Management Agency

VIDEO IN FORUM RECORDING

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Q&A

Please submit your questions to Slido.

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Morning Tea Break

We will recommence at 11.45am Canberra time.

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Learning lessons - one agency's approach

Heather Stuart

New South Wales State Emergency Service

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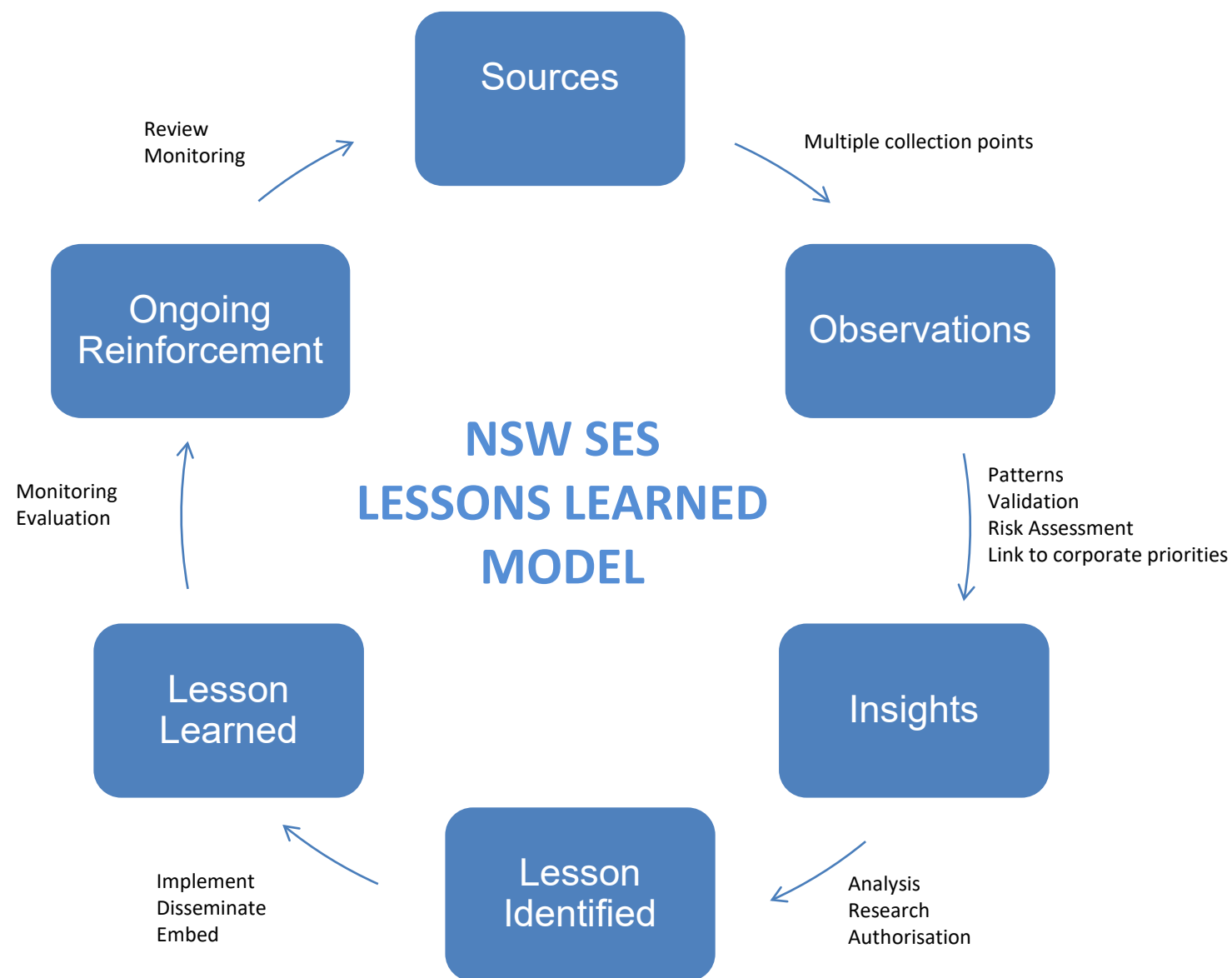


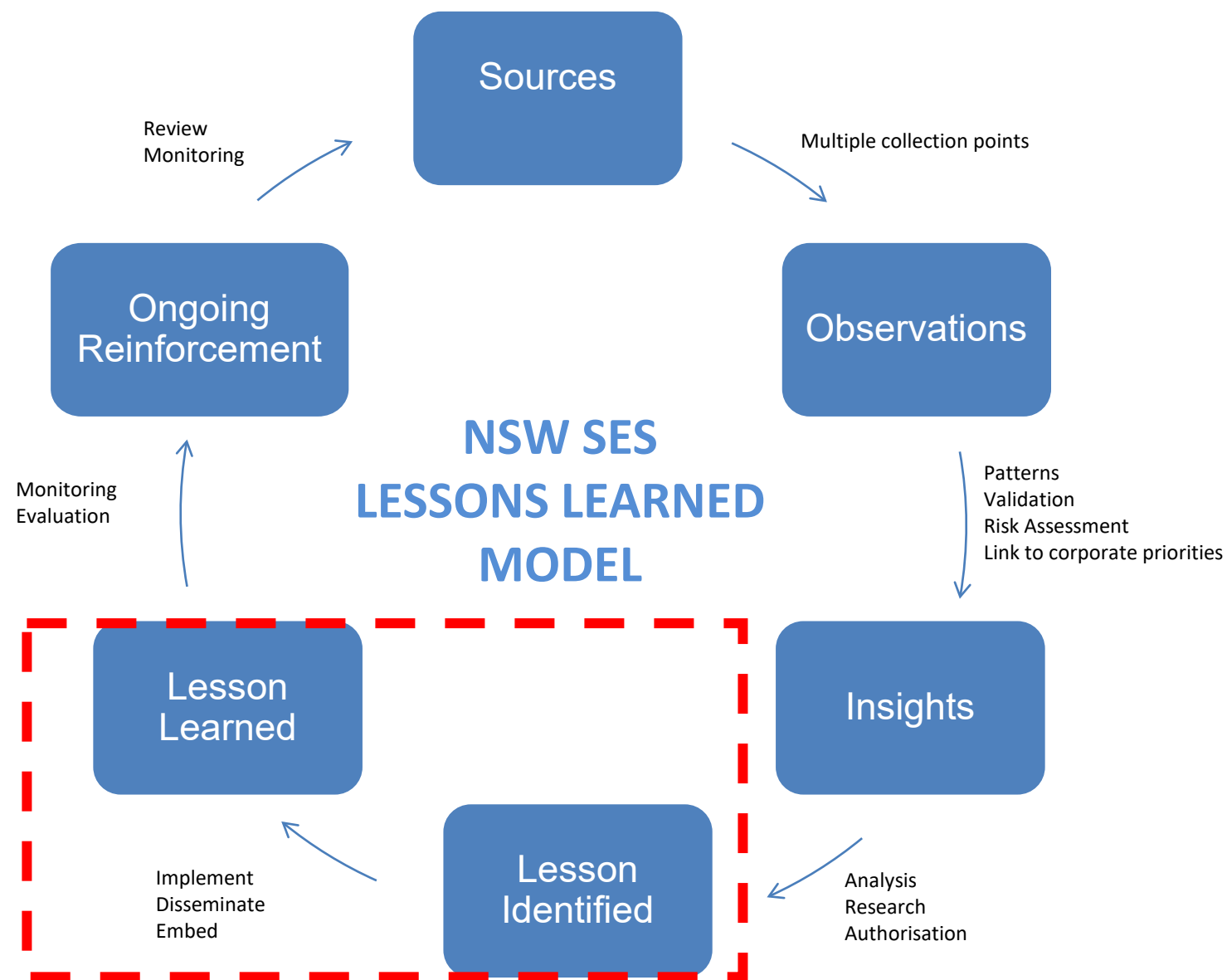


Learning Lessons One Agency's Approach

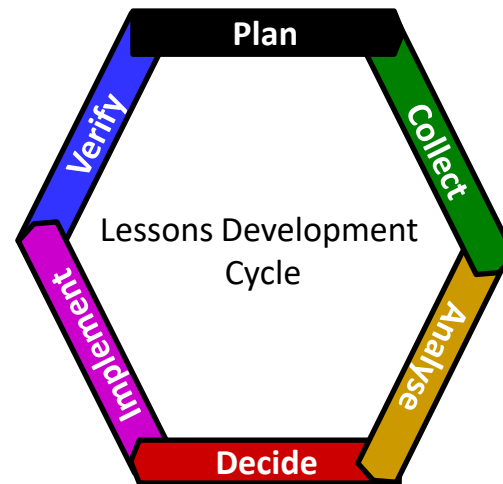
Heather Stuart ESM
NSW State Emergency Service

www.ses.nsw.gov.au





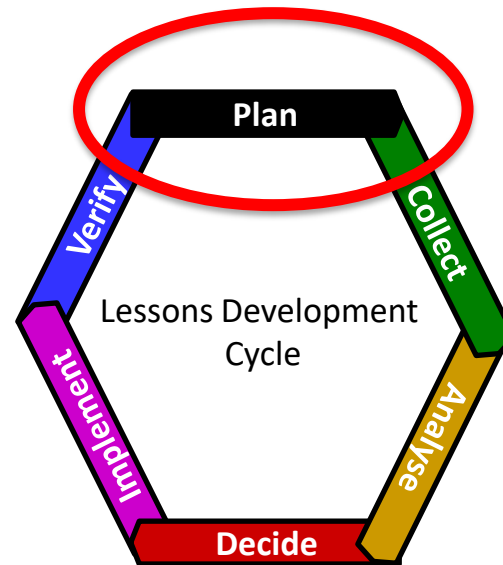
Root Cause Analysis



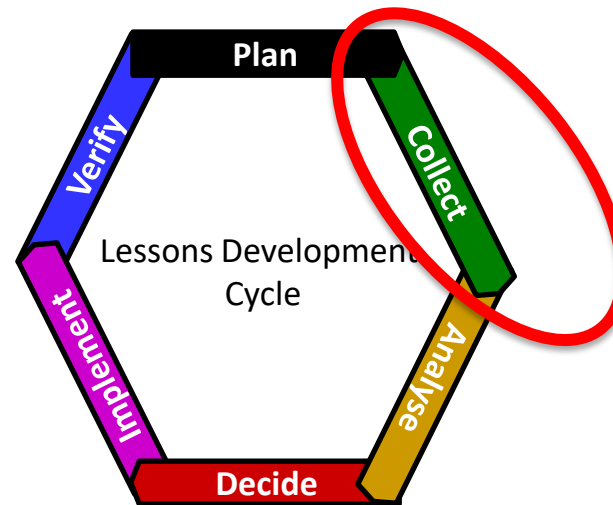
Governance

Accountability

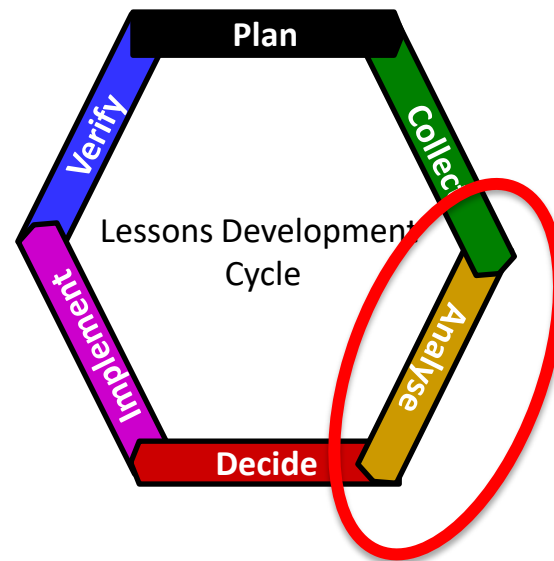
Planning A Review



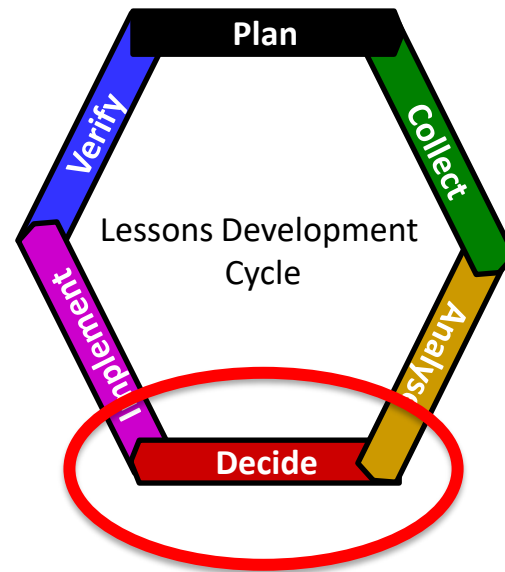
Conducting A Review



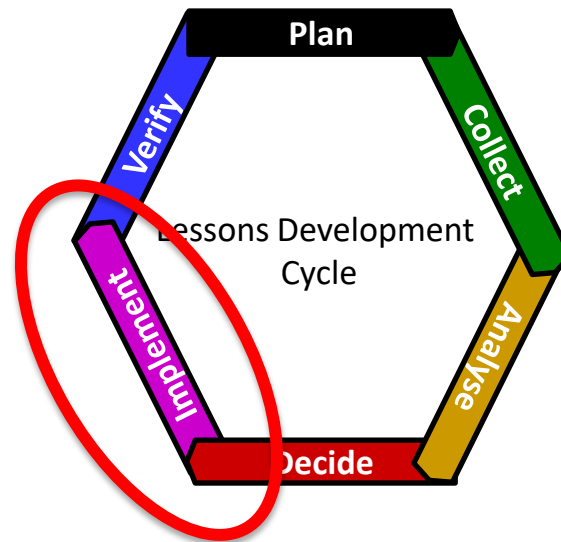
Lessons Analysis



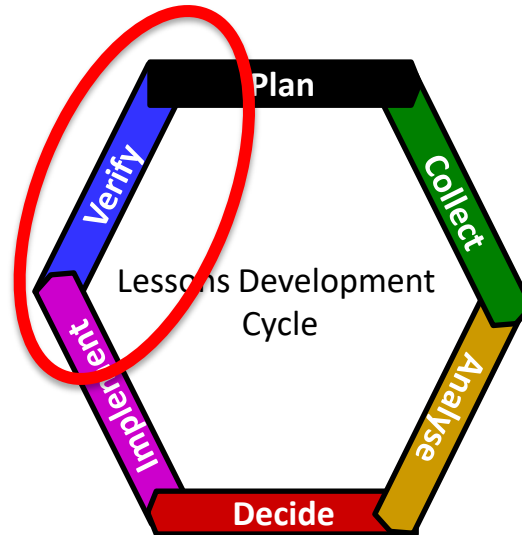
Deciding on Lessons



Implementation



Verifying Learning



Lessons Management Framework

NSW SES Lessons Management Framework

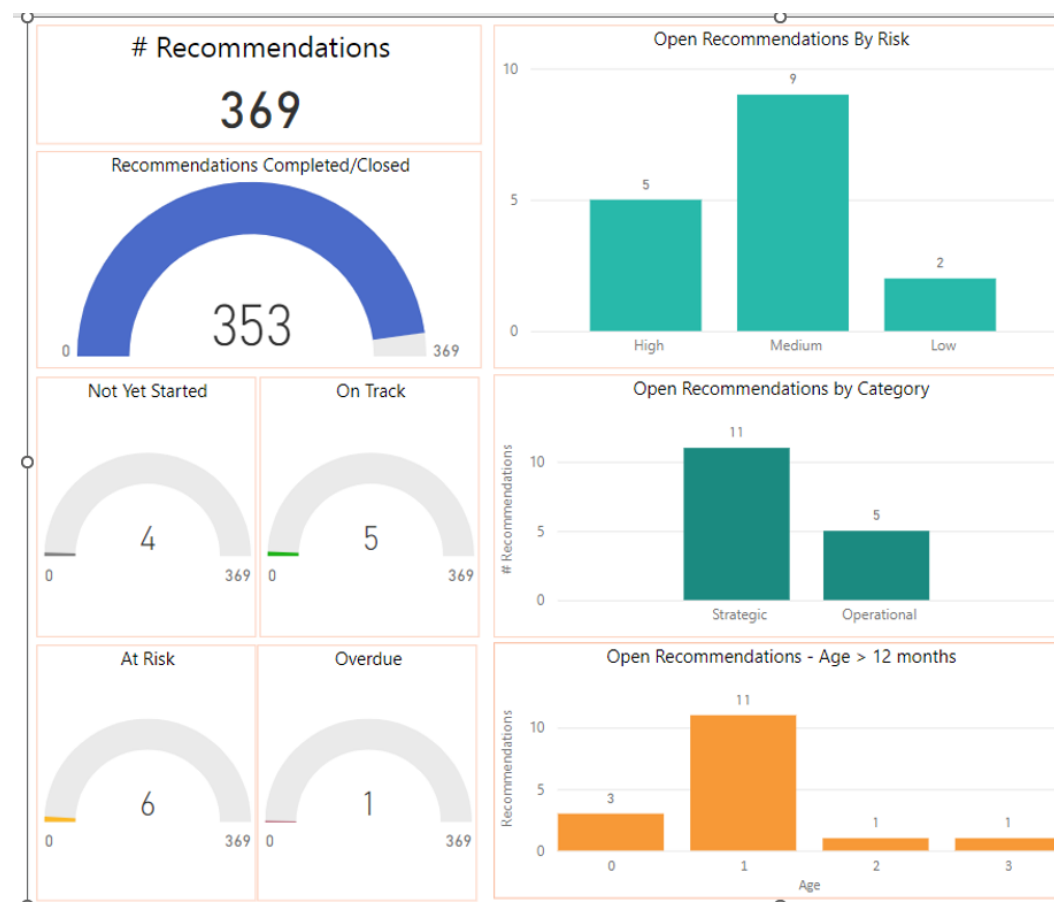
NSW State Emergency Service

12 October 2020



- Governance
 - processes
 - structures
- Accountabilities
 - defined
 - monitored

Outcomes - Action



Outcomes - Sharing



The Next Challenge

- Verification



Further Information

Heather Stuart ESM

Manager Operational Improvement & Lessons

NSW State Emergency Service

Ph 0439 737 302

heather.stuart@ses.nsw.gov.au

Q&A

Please submit your questions to Slido.

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Using lessons identified to improve health service delivery to First Nations communities

Carla Bailey and Kelly Trudgen

Queensland Health

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COVID-19 Reflections

An evaluation on the Queensland Health response
to COVID-19 in First Nations people



Queensland
Government

Carla Bailey

Assistant Director of Nursing

Kelly Trudgen

Director of Nursing

First Nations COVID-19 Response Team



**Queensland
Government**



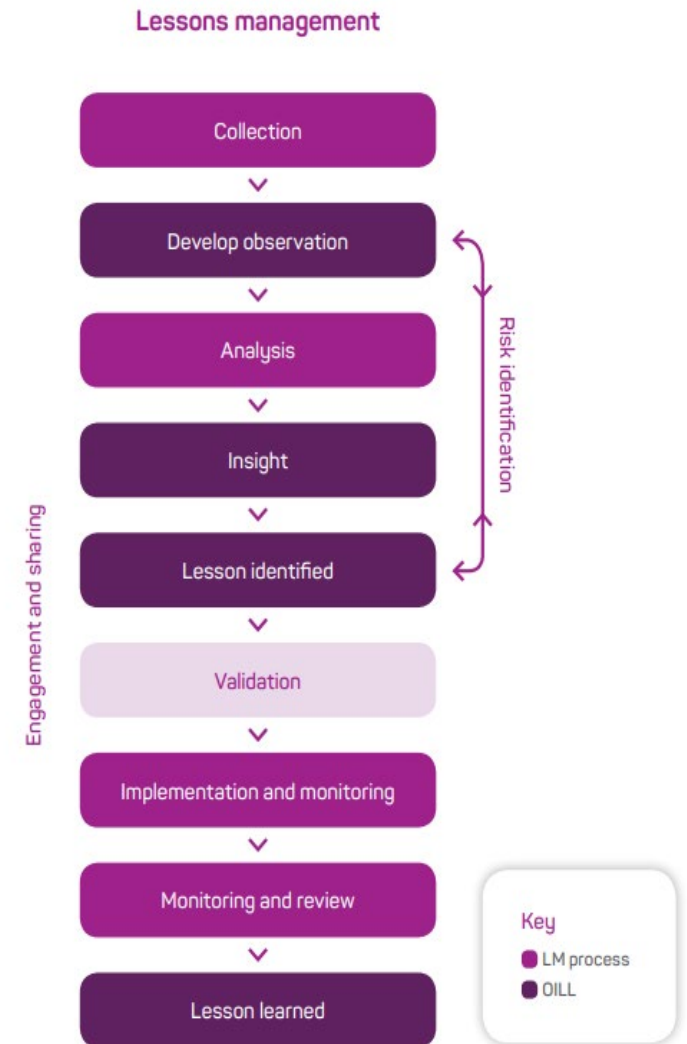
Aim of the Evaluation

The aim of the evaluation was to undertake a review of the health system response to COVID-19, with the focus being on First Nations people and communities, to identify lessons which can be translated to inform other areas of First Nations health, with a focus on Health Equity and Closing the Gap.



Methodology

- Data collection (observations) through stakeholder engagement, document reviews, surveys, interviews, group debriefs etc.
- Data Analysis as per Australian Institute of Disaster Resilience (AIDR) Handbook: Lessons (OILL Method)
 - Observations form Insights
 - Insights lead to Lessons Identified
 - Treatment Options / Recommendations
- Aligns with the Inspector General, Emergency Management Queensland (IGEM) *Lessons Management Framework* and Queensland Health *Lessons Management Guide*
- Delivery of Final Report



Stakeholder Engagement

- 80+ people
- Group debriefs
- Individual Interviews
 - Face to Face and Teams
- Survey
- Public Health First Nations Forum
- Department of Health and HHS'
- QAIHC and ACCHOs
- LDMG/DDMG Agencies



General Themes

- First Nations Leadership
- Consideration and integration of First Nations Perspectives
- The role of First Nations Staff
- Health Service Integration with other Agencies
- Integration of the Health Service into the Queensland Disaster Management Arrangements
- Community Engagement and Communications
- Biosecurity Arrangements
- Queensland Health Policy and Process
- Vaccination Rollout
- Patient Care and Safety





First Nations Workforce

“Where there was a strong Aboriginal and Torres Strait Islander Health Worker workforce, or staff from other disciplines (for example, nursing), presence and integration in the front line response, stronger connection and integration with community was seen. First Nations workforces are known and trusted by the communities they work with and where there was First Nation leadership and presence in vaccination teams, outbreak management teams etc. there was increased vaccination rates, increased compliance, increased testing, increased connection with health services, and increased First Nations staff satisfaction.”





Co-design with First Nations consumers

“When the response actions acknowledged and honoured the diversity of health response needs of Aboriginal and Torres Strait Islander peoples and communities, and incorporated First Nations ways of knowing, being and doing into co-designed health care which met community needs, better outcomes were seen. This was evidenced in increased vaccination rates, increased testing, increased compliance, and increased engagement with health services. Examples of meeting communities needs included door to door testing and vaccinations, bringing vaccinations out of clinics and delivering them at common meeting places, and having First Nations staff deliver care to First Nations people.”





First Nations Leadership

“Where there was strong integration of the Aboriginal and Torres Strait Islander leadership into the Department of Health, Hospital and Health Service (HHS) and COVID-19 response teams, there was evidence of stronger integration and consideration of First Nations health and representation in the pandemic response operations.”





Questions

Q&A

Please submit your questions to Slido.

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Learning from the June 2021 extreme weather event

Dr Claire Cooper

Emergency Services Telecommunications Authority (ESTA)

Lisa Marie Jackson

Emergency Management Victoria

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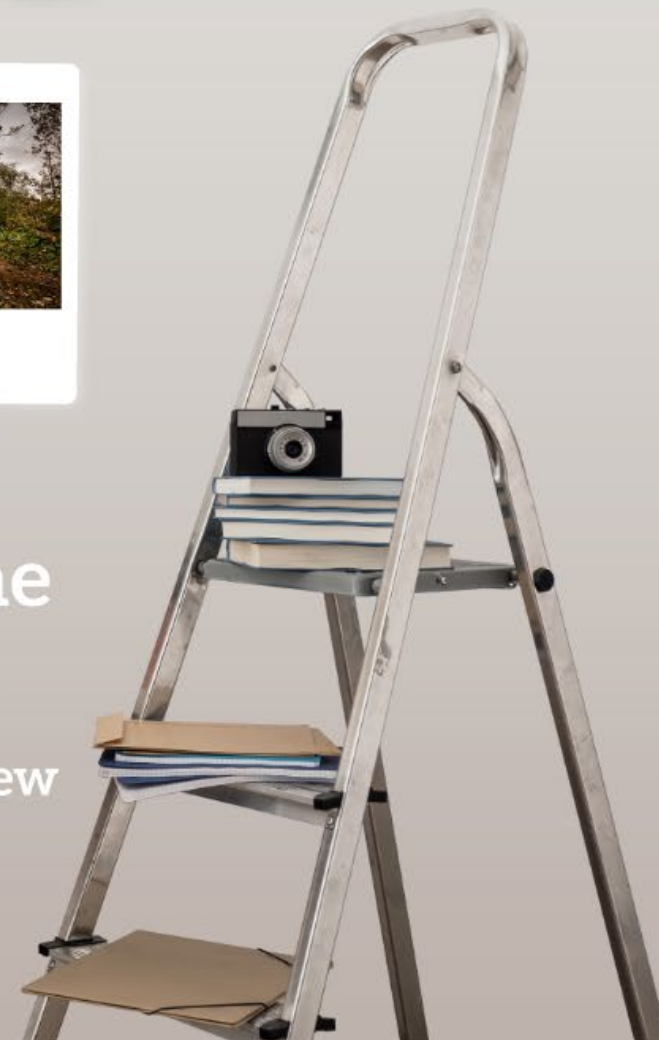
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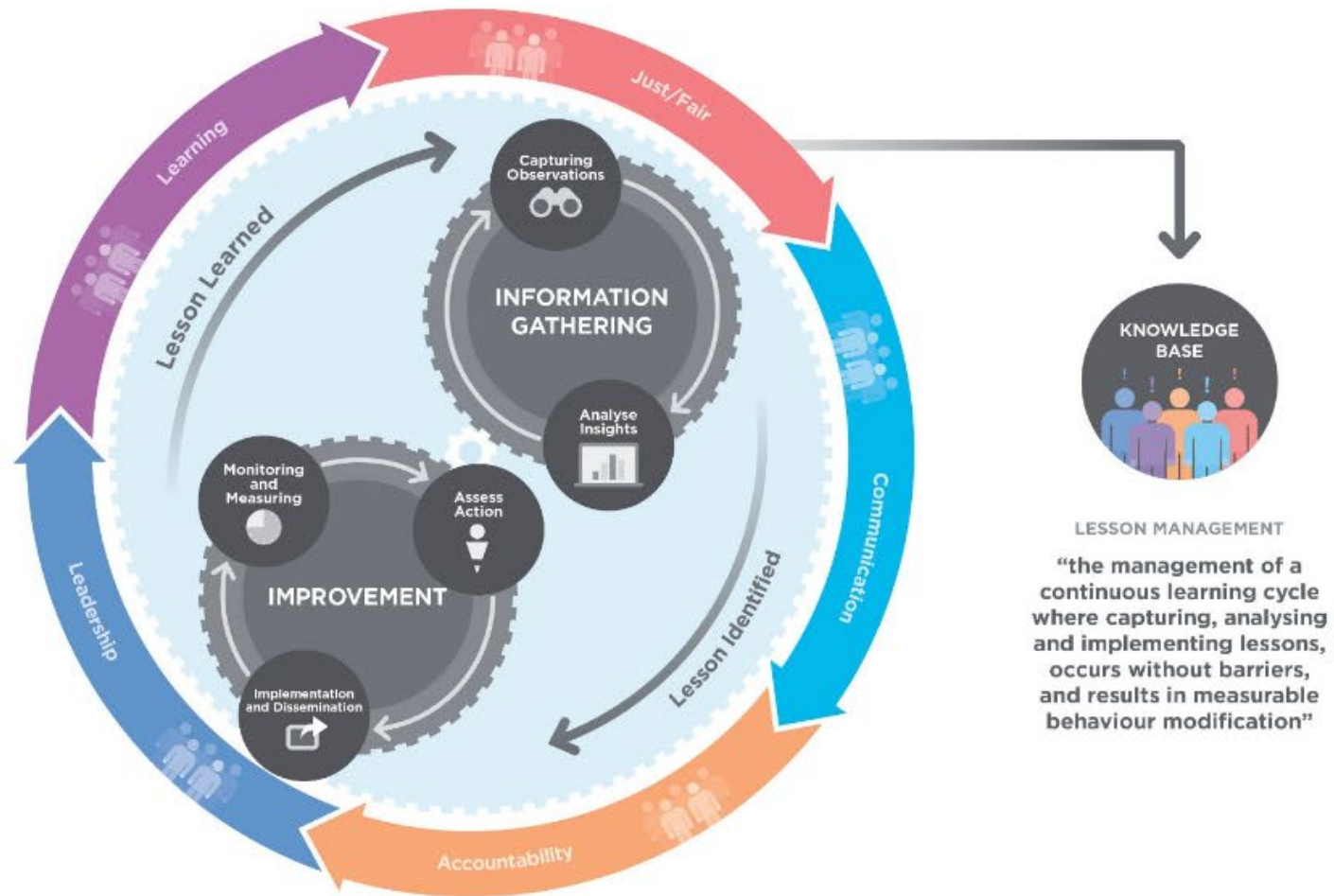


June 2021 Extreme Weather Event

Coordinated Learning Review

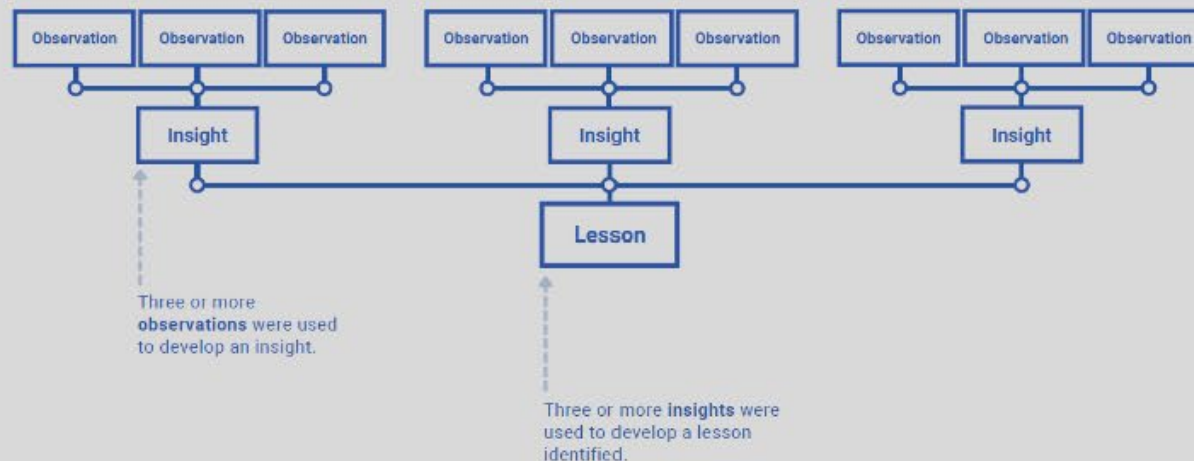


LESSONS MANAGEMENT LIFE CYCLE



What was the Coordinated Learning Review?

The purpose of the **Coordinated Learning Review Framework** was to establish a coordinated and consistent approach for reviewing this emergency event to ensure that lessons of state-wide multi-agency significance and aspects of particular interest to impacted communities (including both areas of good practice and improvement opportunities) were identified, implemented and shared across the emergency management sector and with impacted communities



Observations



Insights

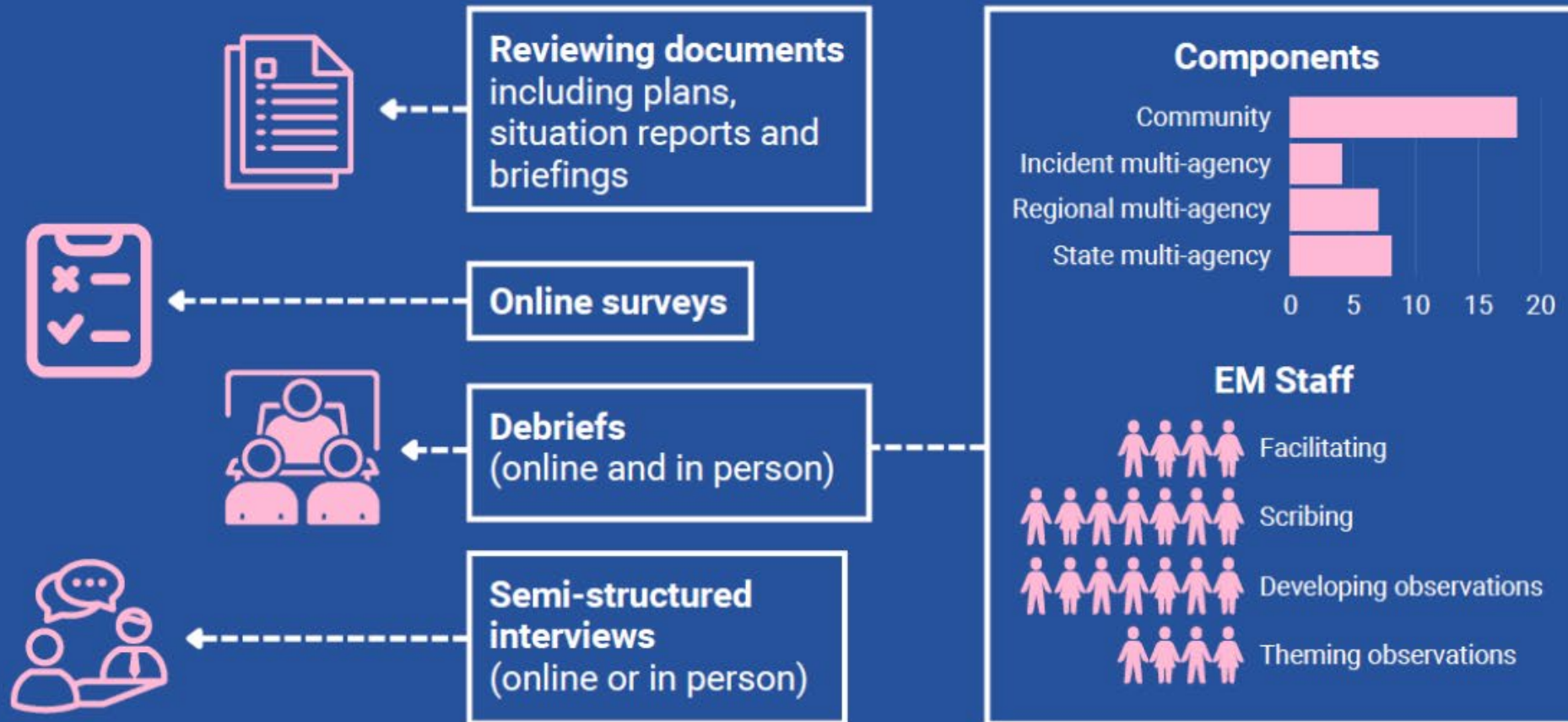


Lessons



PHASE 1: OBSERVATIONS

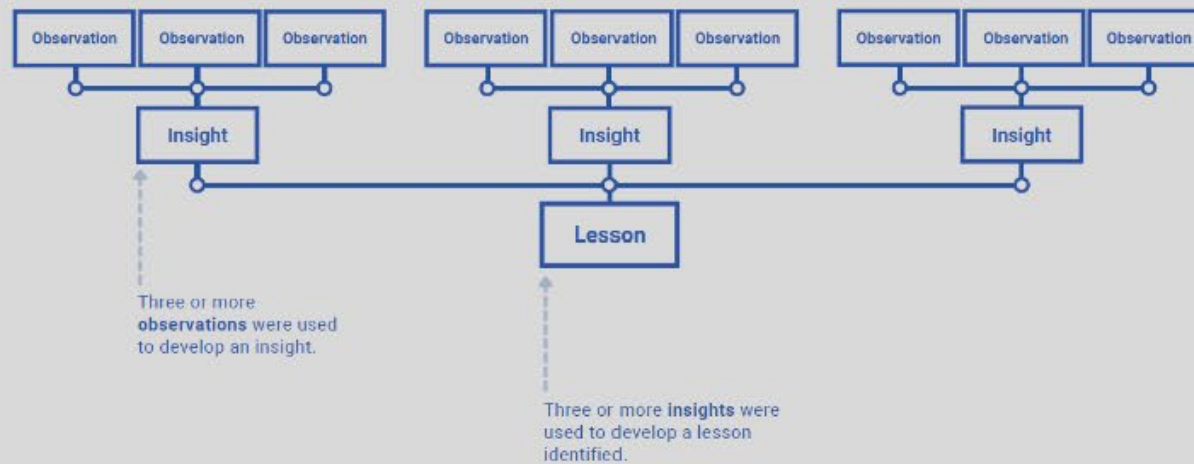
CAPTURING OBSERVATIONS



The debrief process at all tiers focused on capturing observations about what went well and what could be improved.

What was the Coordinated Learning Review?

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Observations



Insights



Lessons



PHASE 2: INSIGHTS

ANALYSING INSIGHTS

60 SHIFTS



9 STAFF



414 HOURS



Multi-agency
Operational Debriefs -
State

67
Insights

Multi-agency
Operational Debriefs -
Region

42
Insights

Multi-agency
Operational Debriefs -
Incident

55
Insights

Agency Specific
Operational Debriefs
including LGAs,
VICSES, BoM, DFFH,
CFA, VICPOL

133
Insights

Department of Jobs,
Precincts and Regions
After Action Review
Report

5
Insights

LGV/BRV Community
Conversation
Feedback

19
Insights

Assurance and
Learning Report: EMV
Community Sentiment
Report

9
Insights

AAR Public
Information
and Warnings Report

37
Insights

Department of
Environment Land
Water and Planning:
Assurance and
Learning Summary
(Energy)

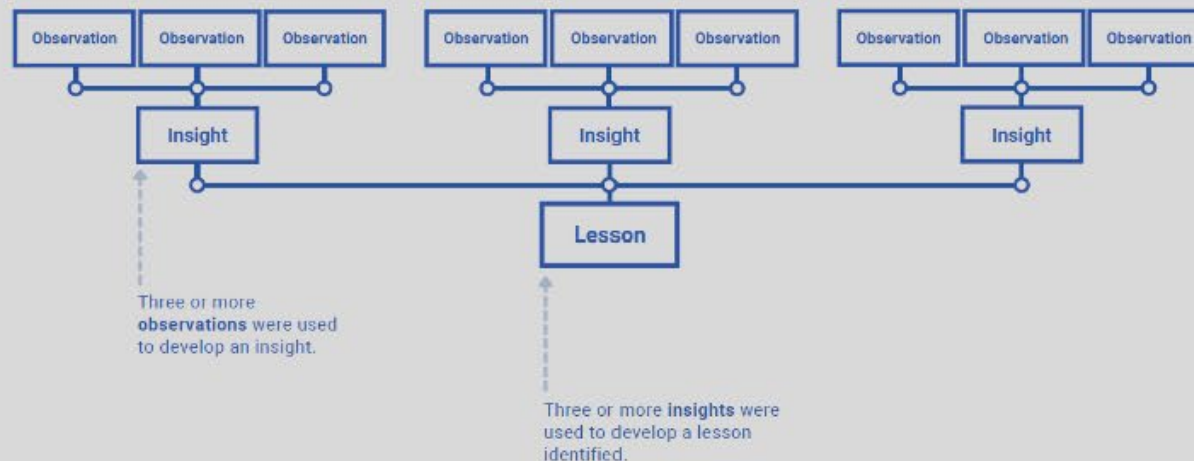
7
Insights

Department of
Transport: After
Action Review Report

5
Insights

What was the Coordinated Learning Review?

The purpose of the **Coordinated Learning Review Framework** was to establish a coordinated and consistent approach for reviewing this emergency event to ensure that lessons of state-wide multi-agency significance and aspects of particular interest to impacted communities (including both areas of good practice and improvement opportunities) were identified, implemented and shared across the emergency management sector and with impacted communities



Observations



Insights



Lessons



LESSONS BY PRIMARY THEME

44 OPERATIONAL*
11 COMMUNITY*



Community
engagement and
risk awareness



Intelligence and
information flow



Public
information



Relief operations
(state, region and
incident tiers)



Capability and
resource
management



Hazard planning
and preparedness



Command, control,
coordination



Safety and
wellbeing



Transport, access
and infrastructure



SCC functional
integration



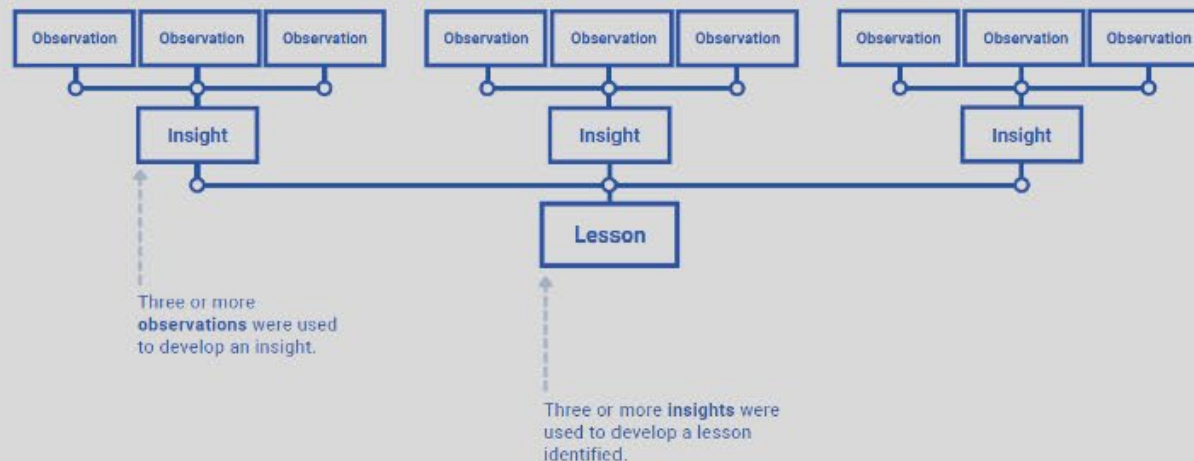
Weather intelligence
and predictive
services



Transition to
recovery

What was the Coordinated Learning Review?

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Observations



Insights



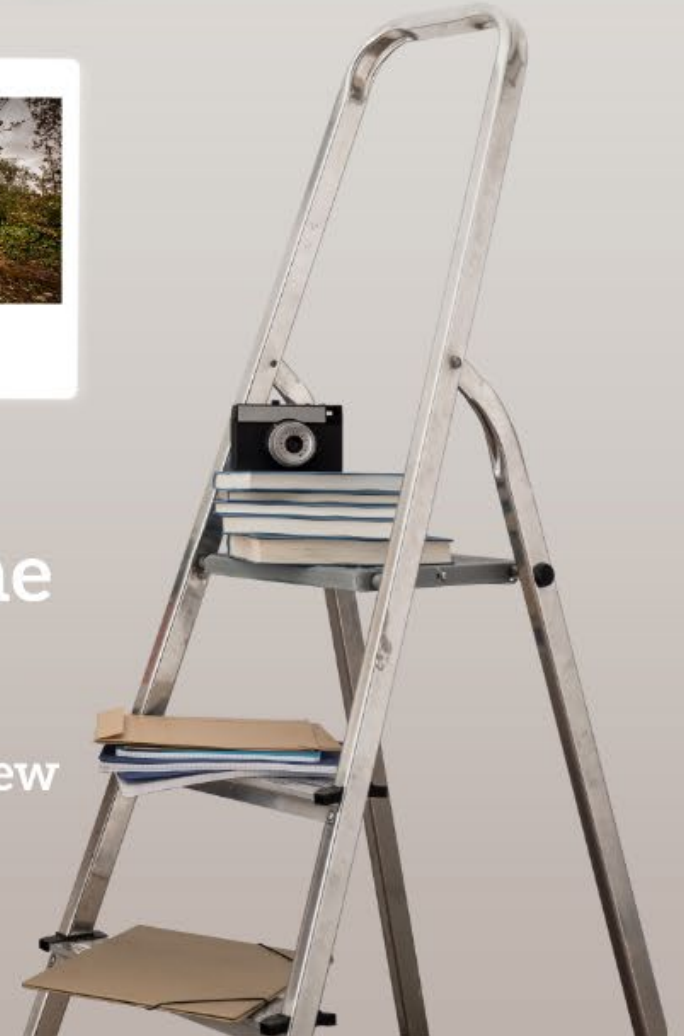
Lessons



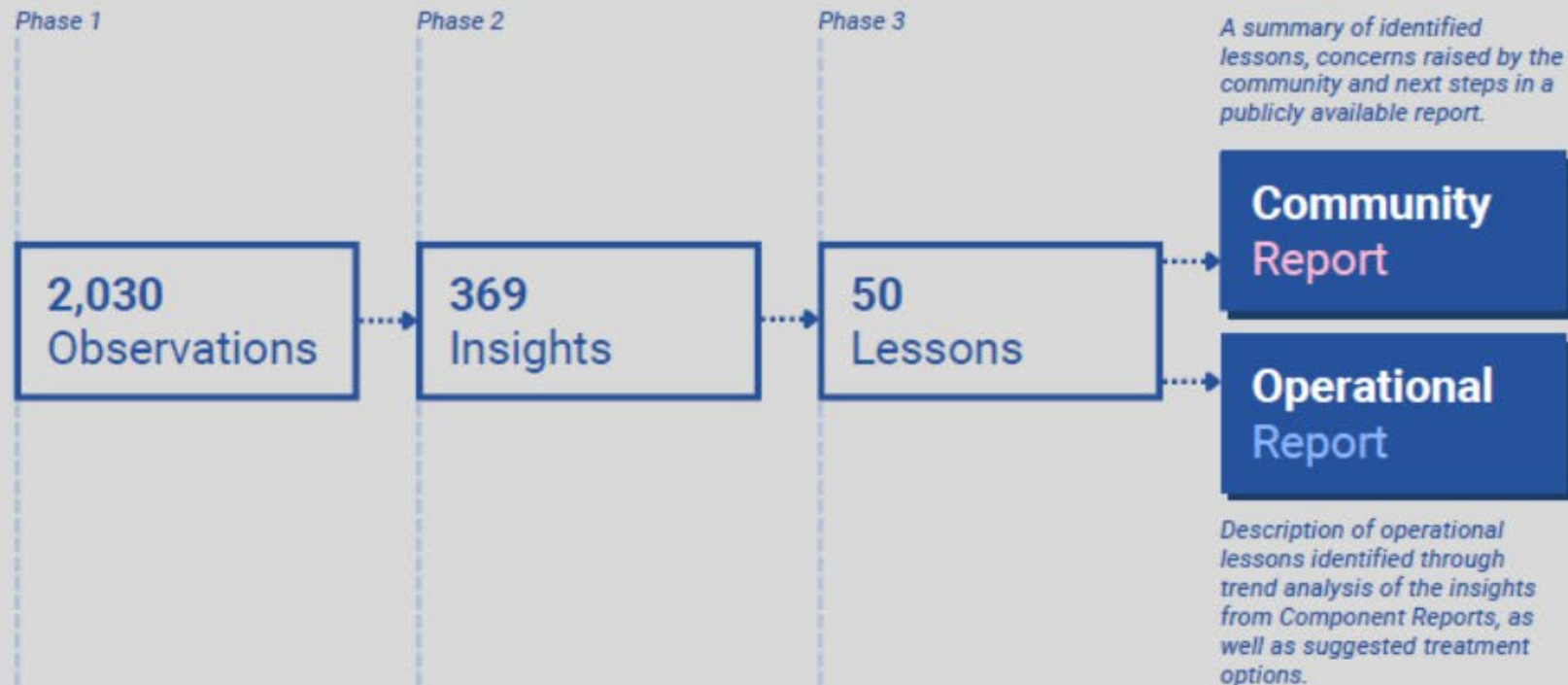


June 2021 Extreme Weather Event

Coordinated Learning Review



What were the deliverables?



Community Report



Operational Report



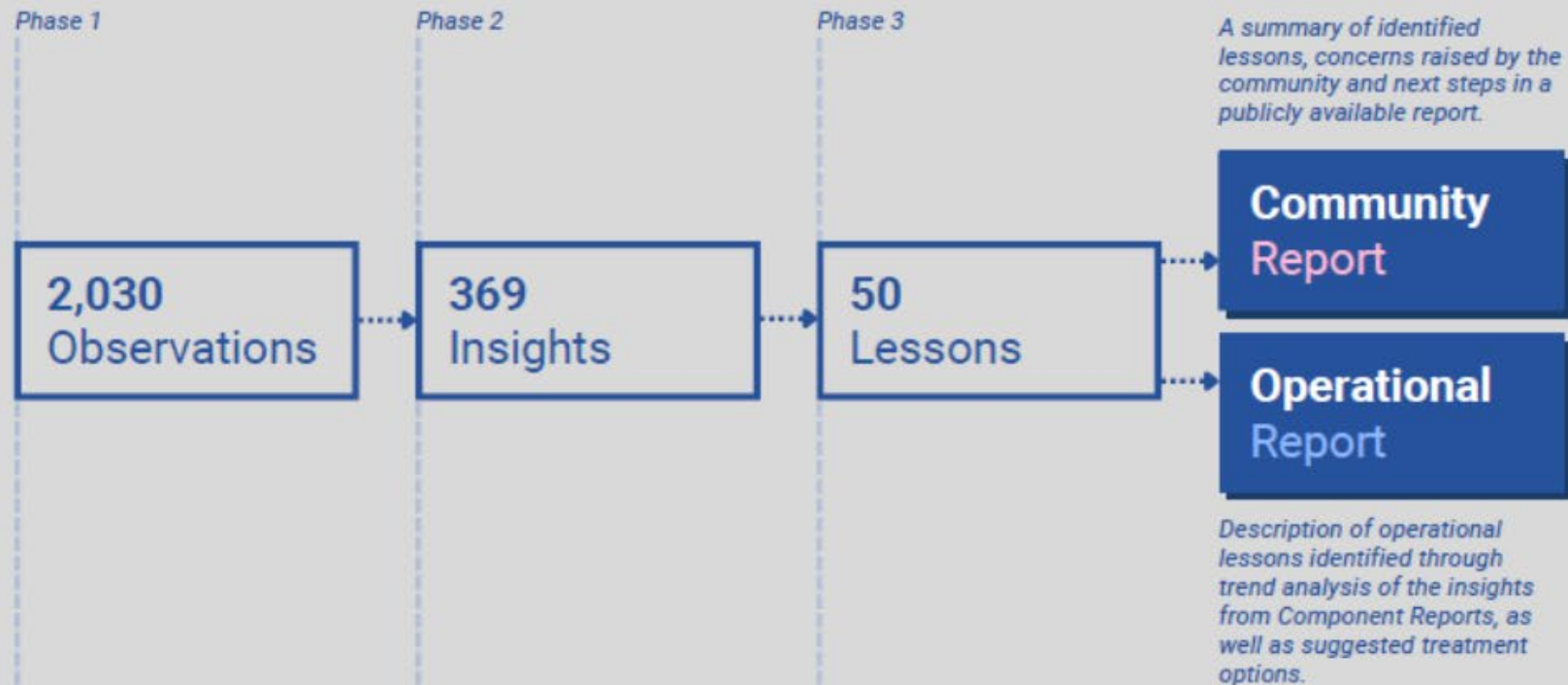
The purpose of this report is to outline key lessons identified from the extreme weather event that are relevant to the community, including what went well and areas for improvement, with the intention of:

- Providing a feedback loop regarding information collected as part of the Community Sentiment Capture research, community conversation sessions and debriefing processes.
- Sharing the experiences of the community with other Victorian communities to prompt discussion about what actions could improve community resilience and learn from this event to better prepare for future emergencies.

This report provides a summary of the event and case studies outlining work that has been undertaken since the extreme weather event but may not capture all issues and changes that have occurred.



What were the deliverables?



Community Report



Operational Report



The purpose of the Operational Report is to communicate the lessons that have been identified from the event to support operational learnings within and across the sector.

The Operational Report has been developed with the intention of:

- providing a feedback loop regarding lessons identified as state-wide multi-agency significance
- (including both areas of good practice and improvement opportunities).
- ensuring lessons from the event are identified, implemented and shared across the emergency management sector.
- being used by emergency management sector Departments, agencies and organisations to inform ongoing continuous improvement, organisational planning and preparedness activities, and operational processes.

The Operational Report includes the following content:

- Summary of the event including response (including relief) and recovery, financial assistance, multi-agency collaboration and coordination, and climate change.
- Methodology, learnings since the 2010-11 Floods, contextual considerations, description of the lessons and short case studies that highlight examples of improvement that has already occurred since the event.

June 2021 Extreme Weather Event

Operational Report

DISCLAIMER

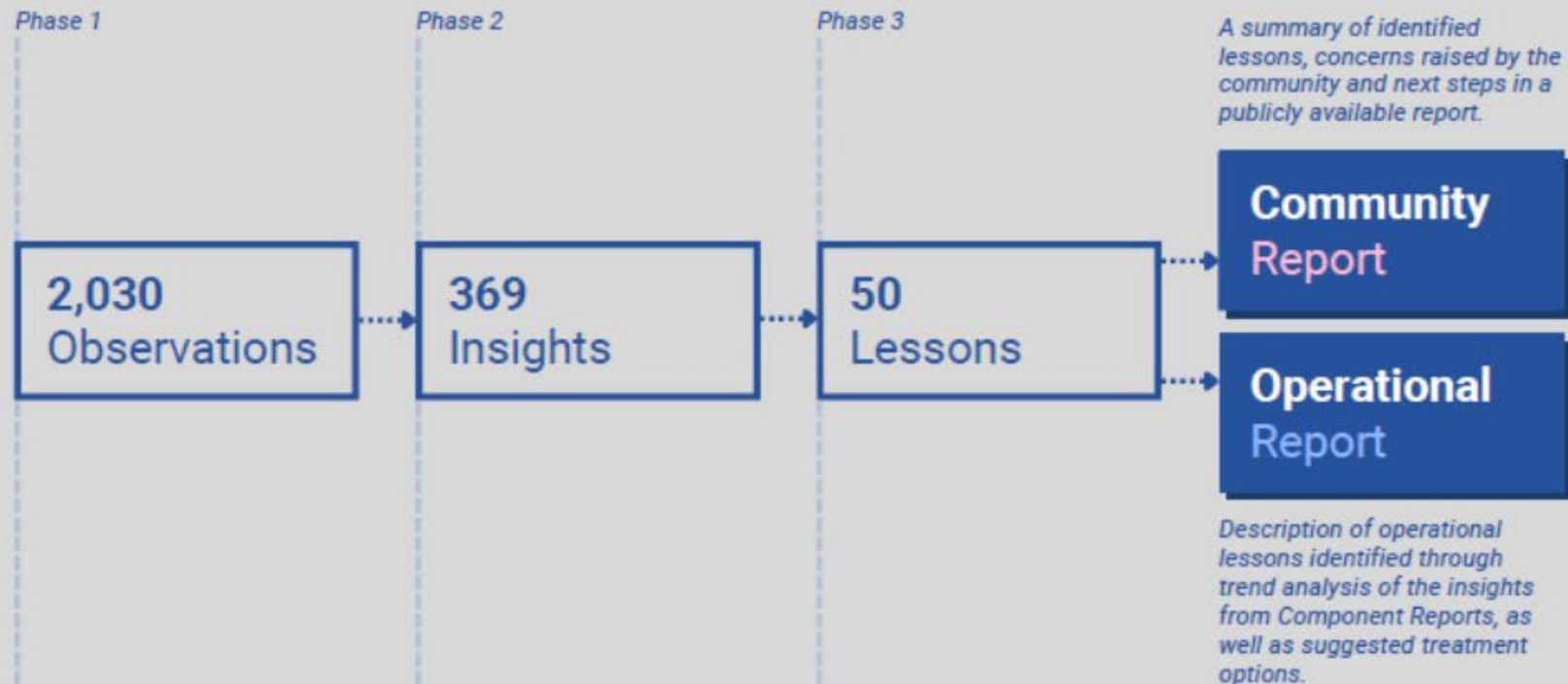
The interpretations and conclusions in this report are based on observations provided through the Learning Review and information available at the time of preparation. The information contained in this document is provided for the consideration of personnel within the emergency management sector only.

The views expressed in this report do not necessarily reflect the views of the Emergency Management Commissioner, the Minister for Emergency Services or the State.

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The confidentiality and security of the document must be maintained in accordance with the Privacy and Data Protection Act 2014, specifically the Victorian Protective Data Security Standards (VPDSS), and the Australian Government Protective Security Policy Framework (PSPF) information security management protocol and guidelines.

What were the deliverables?



Community Report



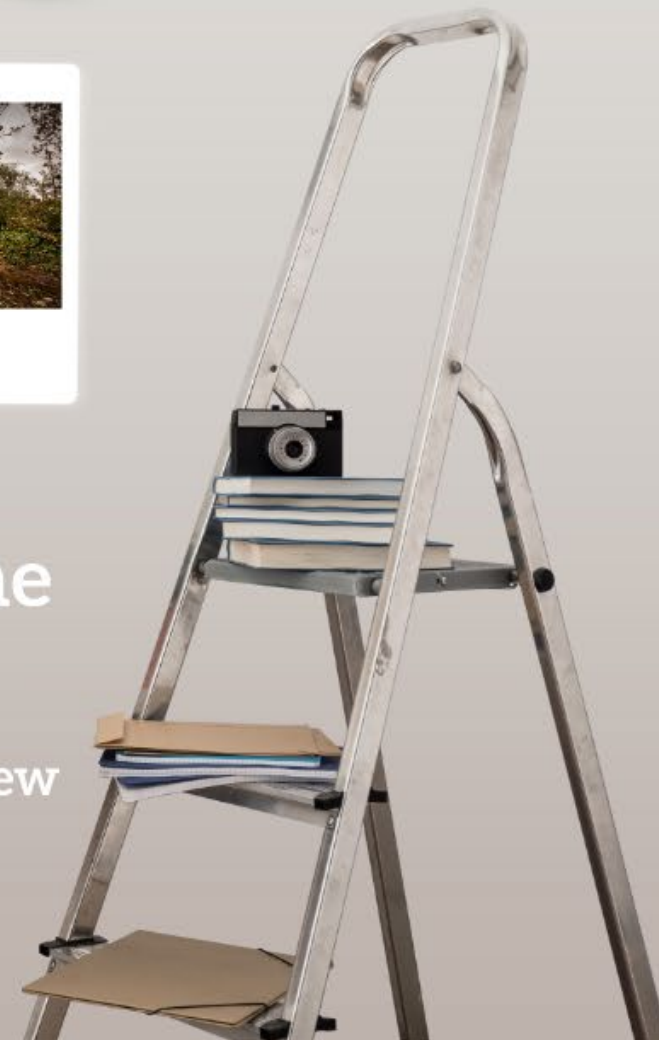
Operational Report





June 2021 Extreme Weather Event

Coordinated Learning Review



How are we learning the lessons?

Lessons Identified

For all lessons identified in the final reports, they have been:

- Categorised as being strategic, operational or agency specific
- Assessed against current review and inquiry findings/recommendations that align with the lessons identified
- Allocation of lessons identified to a lead agency / multi-agency committee
- All of the data has been loaded onto EM-Share to enable the lessons to continue informing continuous improvement.

Implementation

The lead agency / multi-agency committees are required to determine the action required to address the lesson and ensure the actions are embedded into ongoing work programs.

Measuring Change

- When requested by the Emergency Management Commissioner, the lead agency / multi-agency committee will provide an update regarding progress on implementation.
- Lead agency / multi-agency committee will be supported to develop case studies and other learning products based on their work.

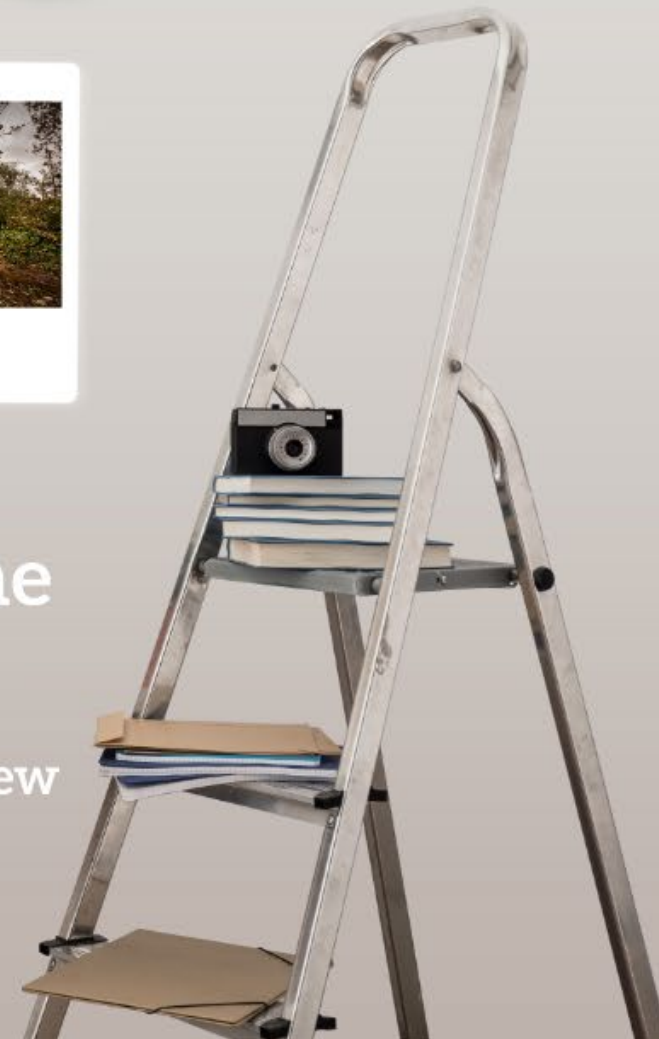
Lessons Learned

The EMV Real Time Monitoring and Evaluation Program may be utilised to confirm that lessons have been implemented and learned and can be requested utilising the Joint Standard Operating Procedure J12.01.



June 2021 Extreme Weather Event

Coordinated Learning Review



Learnings from the learning review



Strong governance from the beginning



Validate, validate, validate



Keep the number of the themes to a minimum



Plan for implementation from the beginning



Consider the best format for deliverables based on the audience



Good data management supports successful validation and implementation



When you are considering resourcing and timeframes - double it!





June 2021 Extreme Weather Event

Coordinated Learning Review



Q&A

Please submit your questions to Slido.

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Lunch break

We will recommence at 2.00pm Canberra time.

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Capability - closing the loop on the challenges of change

Kevin Thom

Queensland Fire and Emergency Services

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Capability – Closing the Loop on the Challenges of Change

Respect

Integrity

Courage

Loyalty

Trust



Scope

- The Event
- Connecting Strategy and Organisational Learning through Capability
- The Applied Lessons Process
- A Learning Repository and Closing the Loop



Respect

Integrity

Courage

Loyalty

Trust



SEQ Rainfall and Flooding Event

- 22 Feb – 7 Mar 2022
- Large geographical spread
- Rainfall totals in just 6 days were between 2.5 – 5 times average rainfall for the whole month
- Over 18K homes or businesses impacted and 170 suburbs in greater Brisbane region
- Over 8K jobs and rescues completed by QFES staff and volunteers
- Independent Deloitte Report indicated more than 500,000 people impacted and human and social cost of \$4.5 Billion



Respect

Integrity

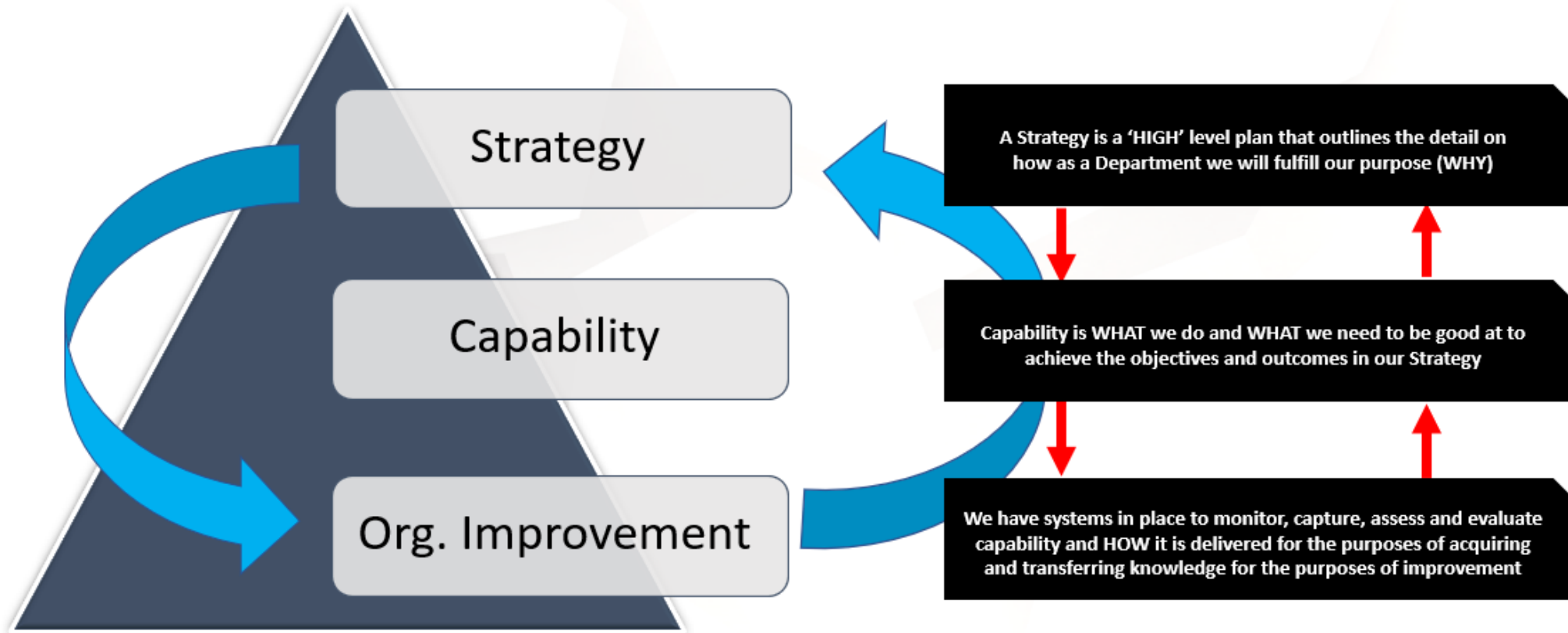
Courage

Loyalty

Trust



Connecting Strategy and Organisational Learning through Capability



Respect

Integrity

Courage

Loyalty

Trust



Connecting Strategy and Organisational Learning through Capability

'Lessons Management is an essential resource for any organisation and can be the source of a critical competitive advantage'



Respect

Integrity

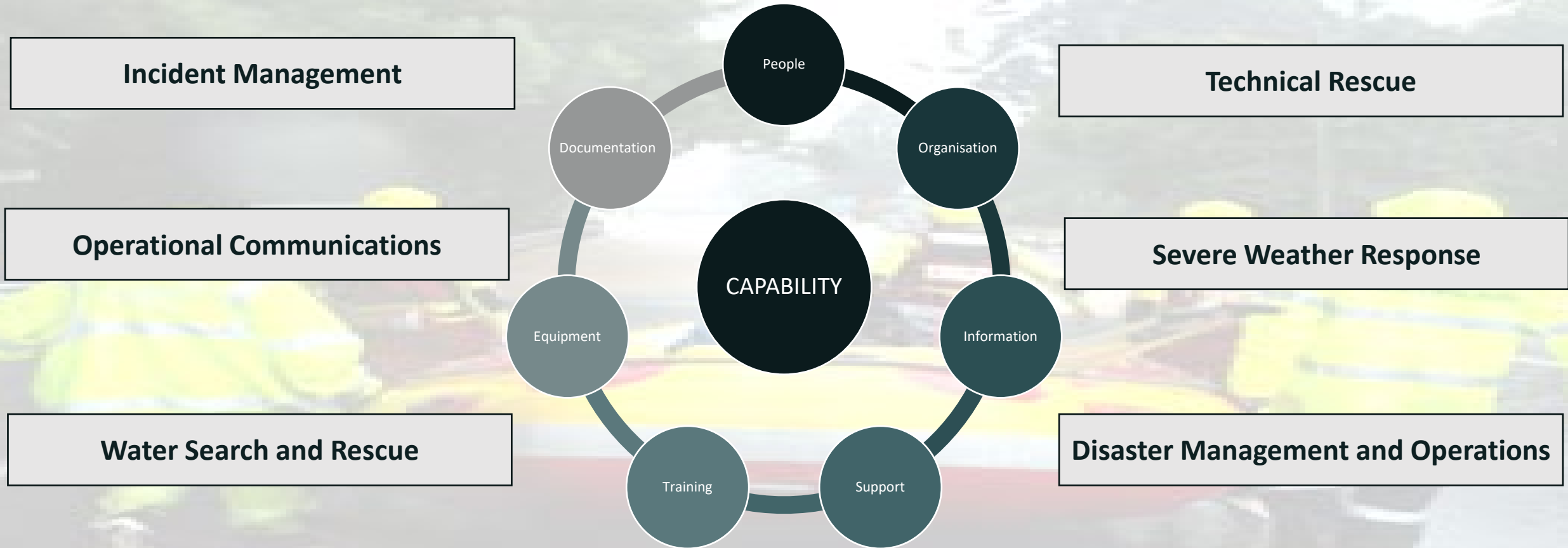
Courage

Loyalty

Trust

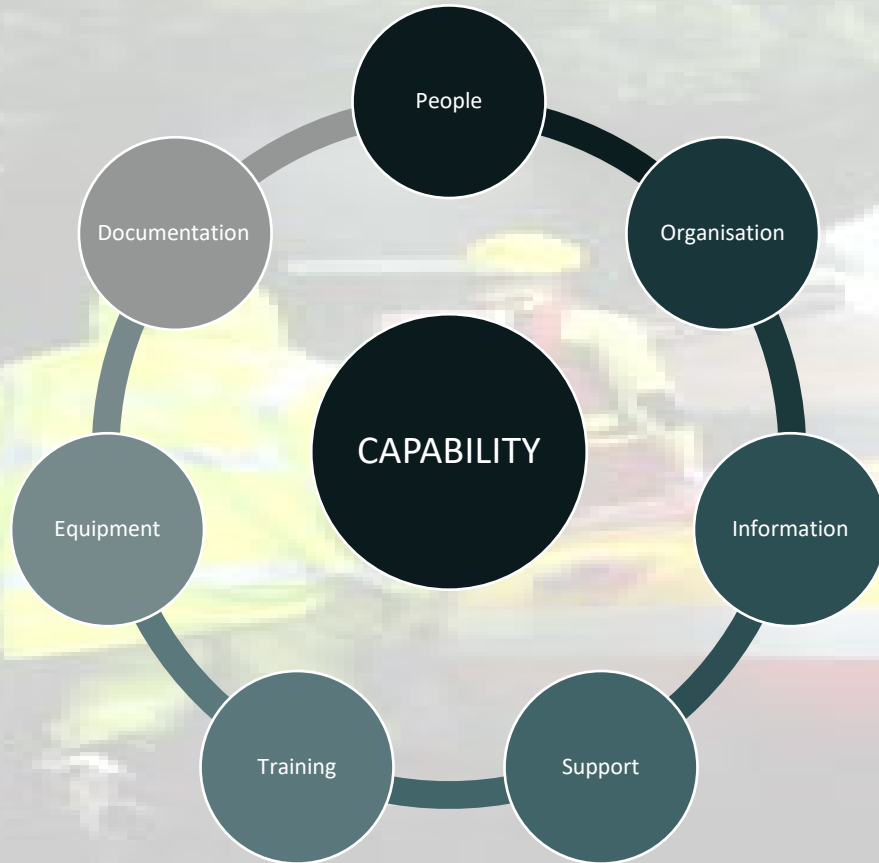


The Applied Lessons (Research) Process



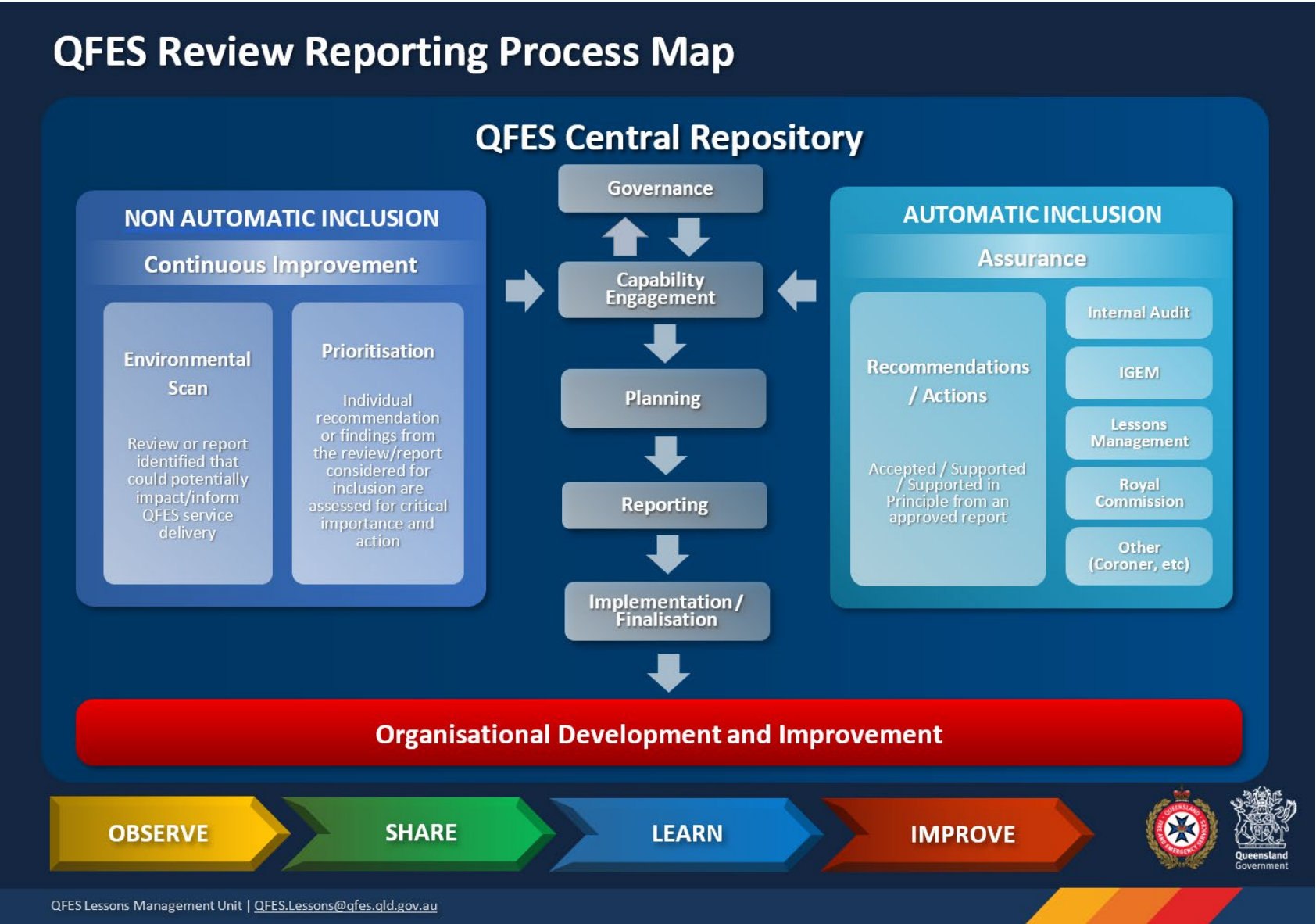
‘Capability is about having the right people in the right place at the right time, with the right training and resources to deliver the desired effect’

The Applied Lessons (Research) Process (Wins and Challenges)



Observation
Insight
Lessons Identified
Lesson Learned

A Learning Repository and Closing the Loop (A Future State)



Questions?

Respect

Integrity

Courage

Loyalty

Trust

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Q&A

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What do we have to sell? Garnering executive support

Wayne Snell

Australian Civil Military Centre

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AUSTRALIAN CIVIL-MILITARY CENTRE

What do we have to sell? Garnering Executive Support

Wayne Snell
Director

Australian Civil Military Centre

27 June, 2023





OUR MISSION

To support the development of national civil-military-police capabilities to prevent, prepare for and respond more effectively to conflicts and disasters.

OUR VISION

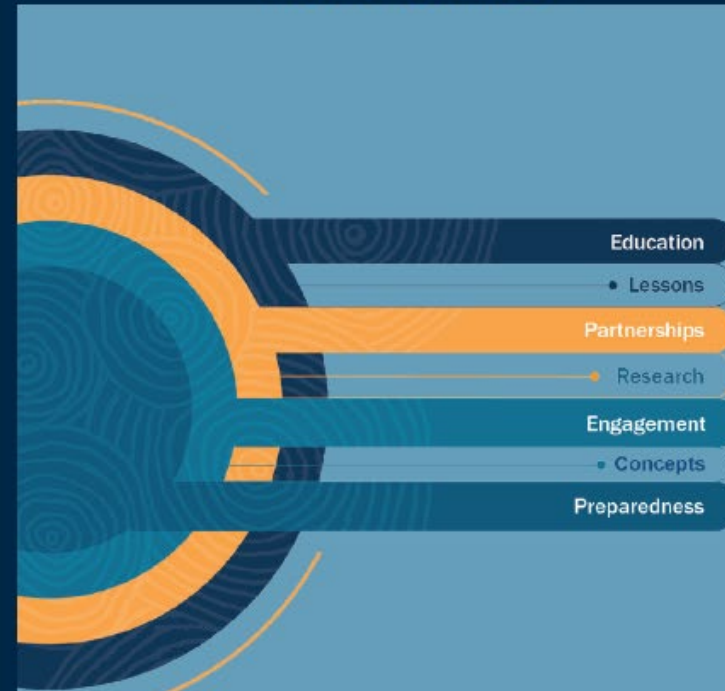
To be Australia's leading innovator in civil-military-police cooperation and management.

WHO WE ARE

- Australian Government initiative
- Defence administered; cross-agency governed
- Unique capability, supporting whole-of-government and civil society



WHAT WE DO



HOW WE DO IT

ADVICE

Promoting good practice

TEACHING

Facilitating collaboration

LESSONS

Identifying learnings; re

ADVOCACY

Championing innovation

SUPPORT

Influencing exercises; e



What Business are Lessons Managers In?

- Influence Business
- Shape Opinions and Behaviours of Others



An Uncomfortable Truth?

- Primary audience
- Market place is competitive and crowded
- We need to sell our work!



Have we Tried?

- Inclusive in Process?
- Evidence based structured analysis?
- Compelling articulate opportunities?





Potential Additional Strategy

Tool Kit of strategies?

Evidence Based?

Evaluate our Success?



Sense of Community

- Psychological Concept
- Feeling of Belonging
- Interdependence
- Support and Needs of the Group
- Commitment to Group and Cause
 - (McMillan and Chavis, 1986)





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AUSTRALIAN CIVIL-MILITARY CENTRE

Four Key Elements

- Membership
- Influence
- Integration
- Shared Needs



Indications of Non Membership - Executives

- Denial of any issue/challenge or potential learning opportunity
- Attacking the Messenger
- 'Delineation' Language
- Overt De-prioritization
- ULTIMATE- REPEAT



Conclusion and Tactics

- Relationship Building
 - Planned
 - Understanding/Profile
 - Consider ‘Expansion’
- Coordination of Action
 - Influencers
- Language & Message
- Shaping Fora & Artifacts





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AUSTRALIAN CIVIL-MILITARY CENTRE

Same Space – Different Mandates

- Developed by the Australian Civil-Military Centre and the Australian Council for International Development
- Overview of the principles, operational approaches, key terminologies, and roles and responsibilities of civilian, military and police stakeholders.
- www.acmc.gov.au



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AUSTRALIAN
COUNCIL
FOR
INTERNATIONAL
DEVELOPMENT



SAME SPACE – DIFFERENT MANDATES

A Civil-Military-Police Guide for Stakeholders in
International Disaster and Conflict Response

2023 Edition



Australian Government
Australian Civil-Military Centre



AUSTRALIAN CIVIL-MILITARY CENTRE

Thank you!

As military as necessary – as civilian as possible!

Wayne Snell

**Director, Concepts and Capabilities
Australian Civil-Military Centre**

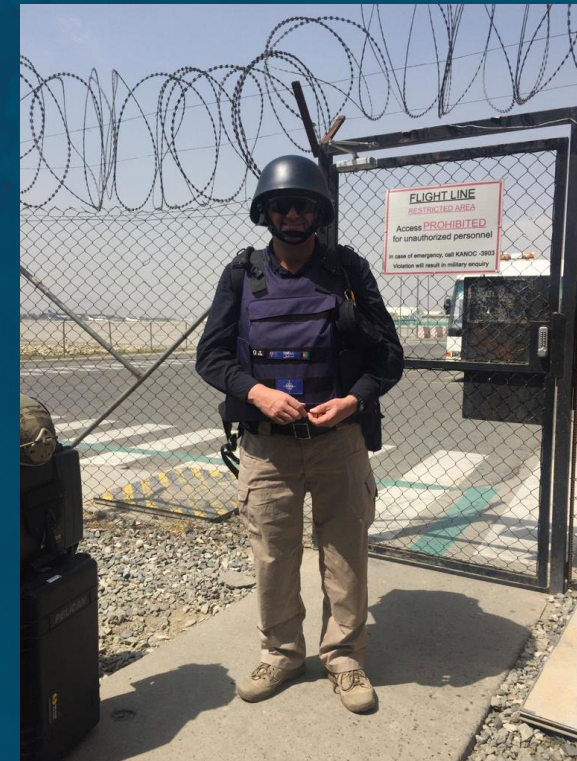
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Q&A

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Afternoon tea break

We will recommence at 3.30pm Canberra time.

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National Emergency
Management Agency

Panel Discussion: International lessons

Bronwyn White

National Emergency
Management Agency New
Zealand

Des Hosie

Fire and Emergency New Zealand

Caitlin Bell

National Emergency Management
Agency Australia

Lianna Roast

United Kingdom Cabinet Office

Dana Toufar

Federal Emergency Management
Agency

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Q&A

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Closing remarks

Margaret Moreton

Executive Director, AIDR

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LESSONS MANAGEMENT FORUM 2023

DAY 1 | 27 JUNE

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joining us today.

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