

 Delegate Handbook

Lessons Management Forum 2024

Lessons management: where to from here?

 28 – 30 May 2024

 InterContinental, Adelaide



The organisers of the Lessons Management Forum acknowledge that we are meeting on the traditional Country of the Kurna people of the Adelaide Plains and pay respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.





Contents

Program	4
Workshops	6
Keynotes.....	10
Abstracts and speakers	12
General information	24



Tuesday 28 May 2024

Program | Day one

Room: Ballroom

Gold sponsor



Australian Government
Australian Civil-Military Centre

Time	Presentation
9:00am	Registrations open
10:00am	Welcome and Opening <ul style="list-style-type: none">– Welcome to Country– Housekeeping
10:15am	Opening remarks
10:30am	KEYNOTE: Building a culture of learning, How FEMA's continuous improvement program has grown and continues to evolve Mike Icardi – United States Federal Emergency Management Agency
11:15am	Morning tea
Organisational learning and development	
11:45am	Lesson on lessons – a unique view of continuous improvement by Queensland's Inspector-General of Emergency Management Alistair Dawson APM – Office of the Inspector-General of Emergency Management
12:15pm	Lessons learners as learners in lessons – A lessons occupational development continuum Wayne Snell – Australian Civil-military Centre
12:45pm	Status quo is not an option Dorothea Huber and Mark Semmler – AMSA
1:15pm	Lunch
New technology	
2:00pm	The South Australian State Emergency Service's (SASES) new Lessons Management (LM) WebEOC Board and the potential application of Artificial Intelligence (AI) in the LM process Diana Macmullin and Sara Pulford – SA SES
2:30pm	Empowering Emergency Response: Harnessing Microsoft 365 Power Platforms for enhanced Lessons Management Benjamin Hebart – Department of the Premier and Cabinet, South Australia
3:00pm	Afternoon tea
3:30pm	Lessons Award – Presentation and winner to present on award topic
4:00pm	Lessons offering a blue print for an uncertain future Kimberly Wilson – National Emergency Management Agency
5:00pm – 7:00pm	Networking session



Wednesday 29 May 2024

Program | Day two

Room: Ballroom

Gold sponsor



Australian Government

Australian Civil-Military Centre

Time	Presentation
9:00am	Registrations open
9:30am	Welcome and Day 1 recap <ul style="list-style-type: none"> – Acknowledgement of Country – Housekeeping
9:45am	KEYNOTE: The AI storm comes: are we ready for AI's impact on disaster management? Charles White – Deep Space Engineering Technology
10:30am	Morning tea
Reviews and reflections	
11:00am	Three strategies for embracing learning culture across all levels of emergency management Ben Norling – The Yellow Company Pty Ltd
11:30am	Community-led post-bushfire learning review Zoe D'Arcy – Fire to Flourish
12:00pm	Sharing lessons management in Africa Chris Miller – B4Crisis
12:30pm	Lunch
Capability	
1:15pm	Mainstreaming Emergency Management Lessons into Exercising: A Process Development Initiative Lee J Dalgleish and Tim Lewis-Nicholson – Emergency Management Victoria
1:45pm	Building Evaluation Capability the key to Lessons Management Cameron Scott – National Broadband Network
2:15pm	The road from lessons not learned to learning from experience Mark Cuthbert – Australian Civil-Military Centre
2:45pm	Closing remarks
3:00pm	Event concludes with afternoon tea



Thursday 30 May 2024

Workshops

Real time monitoring and evaluation

Lee Dalglish and Katerina Sirianos – Emergency Management Victoria

9:30am - 3:00pm | Thursday 30 May

Room: Grevillea

Victoria's Real Time Monitoring and Evaluation (RTM&E) program is a systematic and objective function that monitors and evaluates operational systems and processes in real time using a pool of trained multidisciplinary evaluators from across the emergency management sector. RTM&E differs from a traditional evaluation process as it is undertaken during the readiness, response, relief, and early recovery phases of an emergency. It captures observations in real time and enables the sharing of rapid feedback to those managing an emergency.

This workshop will take participants through the following components of real time evaluation:

- Establishing a real time evaluation function – what processes, governance, resources and tools are required.
- Deploying real time evaluation – processes and requirements during activation, pre-deployment, deployment and post deployment.
- Utilising learnings from real time evaluation to inform change – including learning products, tracking change, identifying lessons.

The workshop will use case studies and activities to support participant learning and understanding about real time evaluation, its benefits and how it supports lessons management in real time.



Lee Dalglish has worked in emergency management for the past 13 years, working for Emergency Management Victoria since 2016 in State Operations, Planning and Lessons and Improvement. Through this time, Lee has developed a passion for lessons management, particularly excelling in interpreting complex qualitative data sets and conducting trends analysis to articulate concepts and content, that result in meaningful outcomes for the emergency management sector and Victorian community.



Katerina Sirianos boasts a decade of experience within the emergency management sector, with a notable focus of five years dedicated exclusively to Lessons Management in CFA. Presently employed at Emergency Management Victoria in the State Control Centre.

She has demonstrated proficiency in establishing and overseeing a Lessons Management Centre aimed at identifying, assimilating, and leveraging insights to foster operational enhancements and drive transformative change within CFA.

In her current capacity, Katerina is leading operational lessons and evaluation endeavours spanning pre, during, and post-emergency phases, effectively implementing gleaned insights to inform change and improvement within the State Control Centre, as well as across the broader sector.



OILL workshop

Mark Cuthbert – Australian Civil-Military Centre

9:30am - 3:00pm | Thursday 30 May

Room: Ballroom 1

Are you collecting observations and lessons from multiple events? How do you manage those in a consistent way? How do you make sense of those from one event or across multiple events? How do we share lessons in a consistent format? The Observations, Insights, Lessons Identified, Lessons Learned (OILL) model is a consistent way to think about your lessons process, help you make sense of the data you have and enable us to analyse and share lessons across agencies.

The Observations, Insights, Lessons Identified, Lessons Learned (OILL) Workshop will provide participants with the tools and processes for processing information to support a lessons management process. The workshop will introduce participants to the collection and analysis steps of the lessons cycle.



Mark Cuthbert has had over 40 years working in crisis and emergency management at local, region, state, and national levels. He joined the Counter-Terrorism Branch at Attorney-General's Department in early 2001. Since then, he has worked across counter-terrorism, national security, major event security, biosecurity, maritime and civil-military sectors.

For the last 14 years Mark has been working on developing national lessons management thinking, approaches and capability. He has also been leading and or assisting with the planning and conduct of lessons process for significant events. Most recently working with NSW State Emergency Service for 4 months in 2022 to assist with a large lessons process on the NSW floods.

Mark is currently the Lessons Manager at the Australian Civil-Military Centre in the Department of Defence.



Thursday 30 May 2024

Workshops

Introduction to emergency management evaluation

Dr Christine Owen – University of Tasmania

Cameron Scott – National Broadband Network

9:30am - 12:30pm | Thursday 30 May

Room: Ballroom 2

If lessons are the answer, what is the ‘evaluation’ question?

Observations are the cornerstone of any lessons management process. A robust and well thought out evaluation process will identify the questions we are seeking to answer and the most appropriate sources and methods of collecting data to provide the evidence base behind the eventual lessons identified.

This workshop will introduce participants to evaluation and focus on the following components:

- The link between evaluation and lessons management
- Developing evaluation questions and sub-questions
- Identifying the right data collection methods and tools to obtain evidence.

The workshop will use case studies and activities to support participant learning and understanding about real time evaluation, its benefits and how it supports lessons management in real time.



Christine Owen is an organisational behaviour and learning researcher with over 25 years’ experience in investigating decision-making, teamwork, coordination organisational culture and change in safety-critical environments.

She has been engaged by the emergency services sector industry in several reviews and evaluations of major emergency events. Christine conducts research into high consequence decision-making, leadership, teamwork, and collaboration in domains including aviation, medicine, emergency management, and public safety. She is passionate about transforming research evidence into practice to improve working lives.



Cameron Scott is the Executive Manager – Emergency Management at the National Broadband Network (nbn), where he has been responsible for preparing for, as well as controlling and coordinating the response to, emergencies since 2016.

He is also responsible for developing and maintaining relationships with emergency management agencies across the country, led the development of temporary network infrastructure as well as emergency management capability, including planning, training, exercising and lessons. Cameron represents nbn on the National Communications Sector Group within the Trusted Information Sharing Network (TISN) and the Communications Alliance sponsored Communications Resilience Admin Industry Group (CRAIG).



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

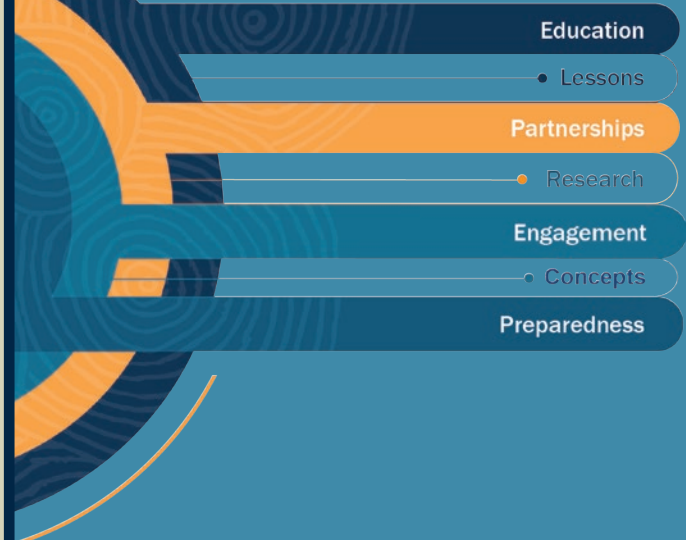
To be Australia's leading innovator in joining up civil-military-policing cooperation for crisis management.

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; encouraging coordination

TEACHING

Facilitating collaboration; delivering new thinking

LESSONS

Identifying learnings; recommending improvement

ADVOCACY

Championing innovation; engaging stakeholders

SUPPORT

Influencing exercises; enabling change

ACMC



 Tuesday 28 May 2024

Keynote | Day one

Building a culture of learning. How FEMA's continuous improvement program has grown and continues to evolve



Mike Icardi – United States Federal Emergency Management Agency

10:30am | Tuesday 28 May

The disaster world presents opportunities and challenges to learning. Over the last six years, FEMA's Continuous Improvement Program (CIP) has had to learn how to build trust, expand capability, and find approaches to adding value that enables the Agency to grow in its efficiency and effectiveness, while overcoming significant internal and external factors that were critical to enabling success.

As the Director of FEMA's Continuous Improvement Program, Mike Icardi is responsible for helping the agency learn from disasters at the field, regional and Headquarters levels. He has over 17 years of emergency management experience, and has been with FEMA in CIP since August 2018. During that time, he led FEMA's efforts to learn from COVID-19, including during the vaccine operations in 2021, and by leading the FEMA COVID-19 Initial Assessment Report on FEMA's early operations supporting COVID-19 in 2020.

Recently, he deployed to Hawaii following the August 2023 wildfires in Maui, and is overseeing the after-action review efforts on FEMA's operations. He has deployed to other disaster operations in California, Florida, Hawaii, Iowa, Nebraska, and Oregon to collect and analyze data from FEMA operations to improve continuous improvement actions.

Prior to joining FEMA, Mike spent 10 years in the private sector leading emergency management and homeland security preparedness projects with federal, state, local, tribal, and territorial partners. He also worked a year and a half with the Florida Division of Emergency Management overseeing exercises, serving in the Planning Section of the State Emergency Operations Center, and participating in catastrophic planning for South Florida. Mike has an MPA and BA from Florida State University. He lives in northern Virginia with his wife, Laura, and three children, Ella, Michael, and Emmanuel.



 Wednesday 29 May 2024

Keynote | Day two

The AI storm comes: are we ready for AI's impact on disaster management?



Charles White – Deep Space Engineering Technology

9:45am | Wednesday 29 May

We are thrilled to announce Charles White as our keynote speaker for the 2024 Lessons Management Forum. Charles brings with him an illustrious career spanning nearly 37 years at NASA's Jet Propulsion Laboratory (JPL), where he has been an integral part of humanity's quest to explore the unknown reaches of space.

Throughout his distinguished tenure at JPL, Charles has made contributions to several landmark Mars missions, playing a key role in unraveling the mysteries of our closest planetary neighbour. His expertise and insights have also benefited the Cassini mission to Saturn and the Juno mission to Jupiter, the Genesis project, and numerous other pioneering endeavours in space exploration.

Beyond his contributions to specific missions, Charles has been a driving force in the evolution of knowledge management within JPL. As the Deputy Chief Knowledge Officer, he spearheaded the implementation of innovative wiki information systems, Cosmos and Wired, and virtual world technologies, revolutionizing how data and insights are visualised and shared among scientists and engineers.

In his crucial role as the manager of the Problem Reporting System, Charles ensured that every anomaly, whether on the launch pad or in the depths of space, was meticulously tracked and analysed. His efforts have been vital in enhancing the safety and success of space missions.

Charles's keen eye for detail and dedication to learning from each mission has led to significant discoveries, such as documenting the premature wear on the wheels of the Curiosity rover and addressing the magnetised Kapton tape issue on the Juno Mission. These findings have not only contributed to the success of current missions but also paved the way for future explorations. Charles has been exploring cutting-edge technology, particularly the role of artificial intelligence (AI) in facilitating the lessons-learned process.

Charles shares his remarkable journey through the cosmos, offering unique insights into the challenges and triumphs of interplanetary exploration. His keynote speech will inspire all who are passionate about pushing the boundaries of our knowledge and capabilities in lessons learned.



Tuesday 28 May 2024

Abstracts and speakers | Day one

Lesson on lessons – a unique view of continuous improvement by Queensland’s Inspector-General of Emergency Management



Alistair Dawson APM – Deep Space Engineering Technology

11:45am | Tuesday 28 May

Disasters are striking our country with alarming frequency. Now is the time for Australia’s disaster management sector to commit to robust lessons management practice. Queensland’s Inspector-General of Emergency Management (the IGEM) has a unique perspective on embedding lessons into policy and practice, offering practical insights for agencies and operators navigating this space.

Setting the scene

Amidst the chaos of compounding and cascading events, the sector finds itself perpetually busy and neglecting opportunities to reflect on, learn from and instil lessons. This put us at considerable risk of repeating mistakes, misusing investment and eroding community trust.

Adapting to change

The IGEM will explore how incremental change is a sensible, sustainable approach to lessons management. Drawing on experience from within Queensland’s disaster management

sector, the IGEM shows how monitoring and evaluation can keep progress at the fore, demonstrate why an evidence-based approach is critical, and explains the value of weaving lessons management into everyday practice.

Safe spaces

The disaster management sector must embrace a ‘culture of performance’ where we can acknowledge and discuss the good and bad. The IGEM’s broad, system-wide vantagepoint provides insight into how the agencies can support each other to foster knowledge sharing and continuous improvement.

Horizon scanning

Let’s lean forward and envision what’s to come – five, ten, twenty or fifty years from now. The IGEM will show the value of horizon scanning to understand how our actions we take now will deliver the future we want.



Alistair Dawson brings over 40 years’ policing experience in both London and Queensland to the role as Inspector-General. More than 38 years of Alistair’s career in police and emergency management has been spent in Queensland where he attained the rank of Assistant Commissioner. Alistair has played a lead role in coordinating the whole of government response to several complex disaster events across the state. Alistair is currently appointed as an Adjunct Professor within the Centre for Environment and Population Health, School of Medicine and Dentistry at Griffith University.

Alistair holds a Master of Business Administration, an Executive Master of Public Administration, a Graduate Diploma of Executive Leadership and a Diploma of Public Safety (Police Search and Rescue Coordination). Alistair is a Graduate of the Australian Institute of Company Directors and a Graduate of the Leadership in Counter Terrorism (LinCT) Program.



Lessons learners as learners in lessons – A lessons occupational development continuum



Wayne Snell – Australian Civil-military Centre

12:15pm | Tuesday 28 May

The lessons management capability within Australia and its near region has progressively developed in capability and capacity in the last decade. To support the maturity of the lesson's occupation, an organically derived set of training and development offerings have evolved. In reviewing this set of offerings, it is clear that a more sustainable, articulated and comprehensive development continuum to support lessons practitioners in their careers is required.

The Lessons Occupational Development Continuum (LODC) has been developed to provide effective support to organisations, industry and government to achieve their strategic mission, vision and objectives through linking the employee lifecycle with a learning lifecycle. The LODC seeks to provide a continuous process of exploration, discovery, and development. The learning lifecycle also includes an interface with three key parallel lifecycles that benefit from developmental activities linked to their respective mission and objectives including senior leaders and decision makers, practitioners and colleagues who utilise the lessons outputs and external parties operating in assurance and review functions.

The LODC has seven core elements that are linked to the employee life cycle. They are Recruitment, Technical Capability, Mastery, Supervisory, Management and Advocacy. These elements have been examined to identify the needs of the employee in their development cycle and include formal and informal education, training and development opportunities. It should be noted that not all of the opportunities identified are currently available within the sector.

The theoretical underpinning utilised to guide the LODC is the adult learning theory of Andragogy. The LODC is designed to harness the motivation of lessons practitioners through the learning characteristics of reason, experience, self-determination, relevance, problem solving and internal satisfaction.

Finally, the LODC identifies opportunities for innovation in development offerings as well as pathways to formalised recognition. These pathways include industry and organisation recognition, vocational education and training as well as higher education.



Wayne Snell is the Acting Deputy Executive Director at the Australian Civil Military Centre. Wayne commenced this role in June 2020 after serving nearly two years as the Director, Police and Emergency Services in Afghanistan for NATO. Wayne has also served as the Commander State Operations for the NSW State Emergency Service and with the International Criminal Police Organisation (INTERPOL), the Australian Federal Police, NSW Police, WA Police, Edith Cowan University, Australian National University and as a self-employed consultant. Wayne has extensive international experience in Asia, Middle East and the Pacific.

Wayne holds tertiary qualifications & training in forensic science, leadership and management, investigations, fire and explosion investigation, traffic crash and traffic homicide investigation and reconstruction, occupational health and safety, board directorship and adult education.

Wayne is currently the Chair of the International Hockey Federation Integrity Unit (FIU) and Vice President of the Board of Hockey NSW.



Status quo is not an option

 **Dorothea Huber and Mark Semmler** – Australian Maritime Safety Authority

12:45pm | Tuesday 28 May

Aside from regulating shipping, Australian Maritime Safety Authority (AMSA) delivers emergency management services to the community and industry. However, over recent years, AMSA's operational environment is becoming ever more complex. Climate change creates more dangerous, unpredictable and frequent weather events. Responses to deal with this require a whole of government approach. New risks also emerge with the move to decarbonisation and alternative fuels. Likewise, rapid advances in response technology require integration in AMSA business practices.

In short, maintaining the status quo of AMSA's past operating model is no longer an option. Lessons management has become an integral part of reviewing organisational performance under a new and developing operating model. The insights and lessons gained from this help shape continuous learning. Consistent assessments are conducted on all major and complex maritime incidents that present opportunities for growth.

The following 10-step approach has been adopted to ensure that outcomes from the lessons management process are maximised at an organisational level:

1. Obtain corporate engagement and support
2. Prepare and review the lessons management policy framework

3. Monitor organisational performance across a range of activities from a lessons management perspective
4. Agree on actions to implement lessons and track their status at a corporate level
5. Elevate lessons management issues as required to ensure risk-appropriate governance
6. Provide real-time feedback to AMSA staff on the outcomes of the lessons management process
7. Educate AMSA staff on the importance of lessons management process and how they can contribute
8. Build an organisational culture that promotes lessons management
9. Make lessons management everybody's responsibility
10. Horizon scan for developments and improvements in the lessons management space.

A joint presentation from the lessons management team will be provided on AMSA's approach and examples will be given on how the 10-step plan was operationalised over the past 18 months.



Dorothea is the Advisor Evaluation at the Australian Maritime Safety Authority and responsible for the development and management of AMSA's lessons management process.

Dorothea came to AMSA after 15 years of working with several of the major Commonwealth government agencies and the University of Tasmania on a range of evaluation projects. Prior to that she had a career in fisheries research and fisheries management at a State, Commonwealth and international level. Although being a relative newcomer to emergency management, Dorothea has an extensive background in research and qualitative, quantitative and mixed-method assessment techniques. She has a strong passion for the marine environment.




Mark is the Senior Officer for Knowledge and Continuity Management at the Australian Maritime Safety Authority and is responsible for supporting the team with their ever-growing suite of doctrine and support systems for more-complex maritime incident responses. He also provides support to AMSA's business continuity arrangements and the lessons management framework.

Mark joined AMSA from the National Archives of Australia where, amongst other things, he developed a range of information management training products and services and managed the records management unit.



The SASES new Lessons Management WebEOC Board and the potential application of AI

 **Diana Macmullin and Sara Pulford – SA SES**
2:00pm | Tuesday 28 May

Sustained rainfalls through the Murray Darling Basin in 2022 led to major flooding downstream in SA in 2022-23. It was SASES's largest sustained response to date, and the resulting lessons management process was expected to be significant.

Observations collected from previous events were recorded and analysed using a spreadsheet. However, with potentially thousands of observations from this event, issues were anticipated. After various off-the-shelf data analysis packages were considered, SASES decided to invest in developing a purpose-built tool within its existing WebEOC system.

When the participants' observations have been collected and transcribed, a new 'observation' is created in the tool and themed using both the Elements of Capability and National Themes. 'Observations' are then assigned to 'insights' using the various themes as filters. 'Insights' are validated by subject matter experts and assigned to 'lessons', from which 'actions' are developed.

While the tool is still evolving, it will eventually be available to all SASES members to enter observations in real-time. It is designed to augment the debrief process, not replace it, and will save time and effort in collecting and transcribing, ensuring details are recorded before they are forgotten.

Even with this innovation, the process is still time consuming. AI is proving to be a game changer for many organisations as they use it to process huge volumes of data and help them make better decisions. Its potential to revolutionise the way we work is outwardly apparent, so, we are very excited to begin exploring its application. We have identified theming observations, summarising insights, and contextualising lessons as possible uses. While we are concerned about data privacy and understanding its limitations, we are currently using a small data sample to assess its suitability. Our hope is that we will ultimately be able to press a button and have the technology do a lot of the heavy lifting for us.



Diana MacMullin worked in the emergency services sector for 12 years including as Manager Training and Organisational Development with the SA State Emergency Service for more than a decade. In this role, she had overall responsibility for volunteer training, staff professional development, and organisational development, including the development and maturing of lessons management capability in the agency. Diana recently transitioned to a role as Senior Project Officer, undertaking strategic projects.



Sara Pulford's background is in the IT industry, initially in the UK and then in Adelaide after migrating to Australia in 1995. Having been a volunteer with the SA Country Fire Service since 2001, she joined them as a member of staff in December 2009, with a focus on SA Computer Aided Dispatch (SACAD) improvements. In 2013, Sara moved to SASES to lead the SES Incident and Information Management System (SESIIMS/ WebEOC) project. Sara is currently the Manager, Information Systems for SASES. In this role she has responsibility for all the agency's operational and spatial information systems including SESIIMS, Availability and Response systems (Respond52, SACAD), flood intelligence system (FloodMon) and the SASES GeoHub. Sara also retains an operational role in both agencies.



Empowering emergency response: harnessing Microsoft 365 Power Platforms for enhanced lessons management



Benjamin Hebart – Department of the Premier and Cabinet, South Australia

2:30pm | Tuesday 28 May

Building on the experience of the NSW SES (State Emergency Service), this case study explores the role of Microsoft 365 Power Platforms in the development of a South Australian lessons management system for emergency response debriefs, reviews, reports, and inquiries. This approach focuses on leveraging Power Apps, Power Automate and Power BI to create a dynamic system that facilitates timely and insightful observations, leading to actionable recommendations for improved emergency management.

The case study commences with an overview of the current lessons management landscape across the emergency sector of South Australia, including the somewhat ad hoc nature of lessons being shared across agencies. We look at the capabilities of Power Platforms in establishing a more intuitive approach to recording lessons, assigning subsequent actions, and providing sight of outcomes to all agencies involved in the State's Emergency Management.

Additionally, we explore the capabilities of the Power Platforms to host the library of state plans, and specifically

Power Automate in automating workflows of lessons management actions to the plan's owner, fostering a culture of 'real-time' review and update of emergency management planning. Central to the development of this system is the unique approach of embedding a Power Platform developer within the Security, Emergency and Recover Management business unit, rather than relying on a separate IT function.

Albeit still in its infancy, insights from agencies illustrate how the use of Power Platforms, accessible by all State Government agencies, fosters improved collaboration and rapid response to areas identified for improvement, and highlights using Power BI to create dynamic insights into the State's lessons management performance.

The case study concludes with highlighting the broader opportunities of implementing Microsoft 365 Power Platforms in not only lessons management, but a whole suite of emergency management functions across all emergency management agencies.



Ben Hebart has over 20 years' experience within State Government, most recently as an agricultural industry development consultant in the Department of Primary Industries and Regions. Looking for a new challenge, Ben entered the world of emergency management, taking up a policy officer position in mid-2023, with the Security, Emergency and Recovery Management unit in the Department of the Premier and Cabinet.

Graduating from The University of Adelaide with a Bachelor of Agriculture with Honours, and Graduate Certificate in Global Food Studies, Ben is taking his passion for helping grow the state's agriculture sector into helping protect the state's community.

Ben is currently overseeing the review and redevelopment of the South Australian Emergency Management Assurance Framework. His experience in agriculture has confirmed to him the need to actively engage stakeholders, and this is no more relevant when working with the diversity of Government Agencies and organisations responsible for the safety and security of the community.



Lessons offering a blue print for an uncertain future



Kimberly Wilson – National Emergency Management Agency

4:00pm | Tuesday 28 May

Lessons from previous disasters tells us that Australia needs a national interconnected approach to managing the increasing frequency and intensity of disasters. 'Business as usual' is testing and stretching our existing emergency preparedness, planning, and partnerships.

A national framework for lessons management would improve the coordination of existing processes, capabilities and resources to respond to changing risk impacting community, industry and the broader Australian society. It would support the different levels of government to actively problem solve in quickly evolving risk and hazard landscape and to better coordinate the sharing of critical disaster relief and recovery assets and infrastructure.

Embedding national lessons into the emergency management environment offers opportunities for innovation, adaptive problem-solving and the sharing of best practice. Lessons Management can be used to improve the coordination of existing processes, capabilities and resources to respond to changing risk to community, infrastructure and the broader Australian society.

A national framework could better leverage jurisdictional knowledge to address shared issues and support continuous improvement across the emergency management continuum. This approach fosters a culture of adaptability, uplifting our nation's preparedness and response coordination and capability.

A holistic approach to national lessons management practices recognises the importance of individuality and inclusivity in how we consider the complex problems that we face. Creating adaptable national resources places all levels of government on a firm foundation to responding to an uncertain future. It allows national lessons to be adapted and implemented locally to best respond to the needs of community and stakeholders.

NEMA is championing the development of a national lessons management framework to foster collaboration, inclusivity, and adaptability on a national scale, charting a collective course toward more effective and collective problem-solving that will position Australia to better prepare for, respond to and recover from disasters today and into the future.



Kimberley Wilson is Director of the National Crisis Exercise and Lessons Capability (NCEC) at the National Emergency Management Agency (NEMA). At NEMA, Kimberley leads and delivers two annual national exercises; and supports lessons across local, state and Australian governments, industry and civil society ensuring effective consequence management for novel and catastrophic events of national significance.

Between 2020 and 2022, Kimberley led the development of Exercise Paratus at the then Department of Agriculture, Water and the Environment. The exercise series prepared Australia to respond to a nationally significant biosecurity hazard.

Kimberley returned to NEMA in 2022. At NEMA she led Information Collection Management in the Australian Government National Situation Room (NSR) – bringing together intelligence requirements, geospatial data and open source collection, to provide decision support during national crisis events. During the 2022-23 Higher Risk Weather Season, Kimberley redesigned NEMA's crisis reporting suite, enhancing shared situational awareness and decision making across state, territory and Australian government stakeholders.

In 2022, Kimberley led the exercising function of the Joint Inter-agency Task Force for Exotic Animal Disease Preparedness, delivering three national exercises in one month that supported national preparedness for Lumpy Skin Disease and Foot and Mouth Disease.

Kimberley has worked across the emergency management continuum, and combines extensive experience of preparedness, response and early recovery. She has administered Australian Government payments, including the Disaster Relief Allowance, Australian Government Disaster Recovery Payment and Disaster Recovery Funding Arrangements – supporting individuals and communities experiencing crises.

Kimberley is an exceptional, empathetic leader who consistently creates teams that are greater than the sum of their parts. Notwithstanding challenging operating conditions or time pressures during crisis events, she supports her staff to reach their individual and collective goals.



Wednesday 29 May 2024

Abstracts and speakers | Day two

Three strategies for embracing learning culture across all levels of emergency management



Ben Norling – The Yellow Company Pty Ltd

11:00am | Wednesday 29 May

Yellow was born out of the 2011 floods in Queensland. Since then, Yellow has supported all levels of government, as well as non-government organisations, to prepare for and recover from more than one hundred disaster events.

Yellow's owner, Ben Norling, has observed shared challenges for emergency management organisations that respond to the dynamic nature of disaster events and the changing needs of impacted communities. From 13 years of experience as an advisor, Ben can offer insights and share practical examples of strategies that can improve an organisation's capacity to monitor, evaluate and learn.

Ben has identified three simple strategies that promote a learning culture in emergency management.

Implementing lessons as a managed project can provide the discipline and framework for an organisation to do the work needed to achieve the desired learning outcomes.

The projectisation of lessons learned can focus effort, investment and resources in a structured way that can be more effective than relying on business-as-usual effort alone.

Leveraging independent advice can offer an unbiased perspective to challenge the status quo and uncover fresh learnings. To think outside of the box, it is useful to look beyond the organisation for an external point of view.

Real-time monitoring, evaluation and learning is the current best-practice for incorporating lessons in the emergency management industry. 'Live' learning embraces opportunities for real-time feedback and active operational adjustments to facilitate immediate adoption of lessons.

Embracing lessons in the emergency management is a shared goal for a busy sector focussed on improving outcomes for impacted communities.



Ben Norling is a professional project manager who has been planning, managing, monitoring and evaluating projects for almost 20 years. As the Managing Director and Owner of Yellow for the past 13 years, Ben is passionate about delivering projects for purpose and has worked with all levels of government and across industry to support disaster-impacted communities to respond and strengthen their resilience against future disasters.

Ben's specialist expertise in the disaster and emergency management sector began with supporting the establishment of the Queensland Reconstruction Authority back in 2011/12, and has continued to lead projects in response to over 100 activated disaster events. Ben now currently supports the National Emergency Management Agency with the monitoring of their recovery, resilience and community program portfolio.

Ben's knowledge and experience accumulated from multi-decadal work is evidenced in the successful delivery of projects for purpose and is the recipient of the Queensland and National Project of the Year awards for monitoring Regional Drought Resilience Planning project. Ben is uniquely placed to share strategies and insights to improve an organisation's capacity to monitor, evaluate and learn through the dynamic nature of disaster events and changing needs of impacted communities.



Community-led post-bushfire learning review



Zoe D'Arcy – Fire to Flourish

11:30am | Wednesday 29 May

Lessons management of disasters in Australia is typically focused on agency learning regarding response, and to a lesser extent recovery, operations. These processes are important, yet community voice is missing. The methodology and studies presented here take a different approach: to capture and elevate community voices on their own experience and role in disasters.

This presentation will share insights and learnings from community-led bushfire reviews undertaken with a broad group of stakeholders and community members in Tenterfield, NSW, as well as the Moogji Aboriginal Corporation in East Gippsland, Victoria. The aim of these reviews has been to identify high-impact actions that will strengthen community disaster resilience.

These reviews showcase how community-led lessons management can: support reflection and learning, which are core resilience capabilities; provide an avenue for community voices to be heard locally; identify community priorities for strengthening resilience; and, share learnings from these events with communities and stakeholders such as agencies across Australia.

In addition to sharing community perspectives on disaster risk and emergency management before, during and after bushfires, we will explore the do's and don'ts of community-focused lessons management. These reviews are not focused on fire fighting operations or finger-pointing and blame. We will share our learnings on the process of community-led lessons management that culminates in actionable recommendations that build on the strengths of community, community stakeholders, identities and place.



Zoe D'Arcy's research explores what 'fire-adaptive communities' might look like in Australia, as well as looking at community-led bushfire recovery. Zoe thinks that to survive and thrive together in the Australian landscape we need to find and tell new stories about ourselves and how we relate to each other and the world that we live within.

Zoe is currently working alongside Fire to Flourish communities on the Disaster Resilience Assessment project. This assessment will provide evidence of where community strengths and weaknesses lie in regard to their disaster resilience - especially to bushfires. It will look across the communities' human, social, physical, financial and natural resources to assess each community's unique opportunities and challenges in its disaster resilience.

Zoe is passionate about working closely with communities to understand their approach to resilience. The Disaster Resilience Assessment project offers insights into the complex factors that impact a community's disaster resilience. It gives community members an opportunity to explore, measure, discuss and reflect on those factors. The data from the our community disaster resilience survey trialled in NSW and Victoria will be available mid 2024. These findings can be used to inform decisions about future projects and directions to improve community-led disaster resilience.



Sharing lessons management in Africa

 **Chris Miller** – B4Crisis

12:00pm | Wednesday 29 May

While working as a consultant with The World Bank on health emergency preparedness and response grant program with the Kingdom of Eswatini (Swaziland), I shared and helped to apply the concepts of lessons management framework (LMF) and observations, insights, lessons identified, and lessons learned (OILL). I used OILL, perhaps in a slightly different way, to capture learnings from a series of their previous simulation exercises (SIMEXs) held over several years. During 2022 and 2023, the Kingdom with their donor partners undertook a

series of tabletop SIMEXs, which culminated in a full-scale field simulation (FSX) held across 2 days and involving around 300 participants. My presentation shares some ideas about how LMF and OILL works in a different cultural context with a young, energetic team open to 'new' ideas and how they might better secure their country's health in preparation for future pandemics. Some of their good ideas might be worthy of consideration in Australia and beyond.



Chris Miller has attended in person and virtually several Lessons Management Forums. She looks forward to listening, learning, and networking at the 2024 LMF, Adelaide.

Since January 2022, Chris has worked as a Short-Term Consultant (STC) with the World Bank Group in Timor-Leste, the Kingdom of Eswatini and the South Asia Region (SAR). Chris has been providing technical advice to these governments on lessons management frameworks and OILL – observations, insights, lessons identified, and lessons learned. She took LMF and OILL to Africa. Next month, she is scheduled to be lead exercise facilitator and share similar ideas with SAR countries – Bhutan, Bangladesh, Nepal, India, Sri Lanka, Myanmar, Thailand and possibly, Pakistan and the Maldives.

Chris has decades of experience in all aspects of emergency management. For more than 15 years, she specialised in 'full cycle' business continuity management, organisational resilience, and facilitating simulation exercises and after-action reviews.

She has received several awards for her work in business continuity and emergency management. Chris has presented over 100 conference papers and hundreds of workshops, in person, hybrid and virtually. In 2023, Chris became the first woman National President of the Australasian Institute of Emergency Services in its 48-year history.



Mainstreaming emergency management lessons into exercising: A process development initiative



Lee Dalgleish and Tim Lewis-Nicholson – Emergency Management Victoria

1:15pm | Wednesday 29 May

This presentation will explore the collaborative efforts in the Victorian emergency management sector aiming to make emergency management lessons identified (lessons) a central aspect of emergency management exercise design, implementation and evaluation. Emergency Management Victoria (EMV) are working with multi-agency stakeholders to seamlessly integrate relevant case studies and lessons from past emergencies into routine exercise design practices. This ensures lessons can be effectively learned in line with the Victorian EM-LEARN Lessons Management Framework and AIDR Lessons Management Handbook.

EMV have designed, and will deliver in April 2024, a discussion exercise in collaboration with a multi-agency municipal emergency management planning committee, which has acknowledged storms as a significant risk in the area's risk register. Operating across organisational silos, the teams are drawing on the experiences and pertinent lessons from the Victorian June 2021 Extreme Weather Event. Select

lessons from this storm event are to be presented as case studies overlaid with localised scenarios highlighting key impacts aligned to the exercise objectives.

This systematic approach ensures the integration of identified lessons into exercises, rather than just utilising made-up scenarios that can feel inauthentic as well as refining a structured methodology, aiming to integrate lessons into exercise design and establish a clear pathway for ensuring exercise lessons feed into the lessons management life cycle. Prioritising need and risk-informed exercises, this initiative lays the foundation for a comprehensive and flexible process that ingrains emergency management lessons into routine exercising practises, becoming a fundamental aspect of "business as usual." Emphasising a systematic approach to process development, this presentation would highlight a proposed and sustainable integration of emergency management practices in supporting the sector to move from lessons identified to lessons learned.




Lee Dalgleish has worked in emergency management for the past 13 years, working for Emergency Management Victoria since 2016 in State Operations, Planning and Lessons and Improvement. Through this time, Lee has developed a passion for lessons management, particularly excelling in interpreting complex qualitative data sets and conducting trends analysis to articulate concepts and content, that result in meaningful outcomes for the emergency management sector and Victorian community.



Tim Lewis-Nicholson is currently the Senior Project Officer – Exercising at Emergency Management Victoria (EMV). He is currently leading EMVs Emergency Plan Exercise Project, a two-year exercise project which, among other things, looks to plan and test different high impact, plausible scenarios across the sector and with communities, to embed what shared responsibility means. Before this time at EMV, Tim spent the last 15 years in the emergency management and resilience sector from both the public sector and the humanitarian space across Australia, the UK and throughout the Pacific region.



Building evaluation capability the key to lessons management

 **Cameron Scott** – National Broadband Network
1:45pm | Wednesday 29 May

A resilient emergency management sector needs to have the ability to learn from previous experiences so that organisations and decision makers can anticipate and respond to unexpected threats. Observations are the cornerstone of any lessons management process. Within the emergency management industry, the approaches taken to making observations are highly variable and the people tasked with making observations are not always well or consistently prepared. Part of the challenge in operationalising 'lessons identified' is that the key step of assessing and evaluating whether lessons identified have led (or are leading) to change (lessons learned) is often overlooked.

We need to develop capability in observation, analysis and evaluation of emergencies and crises so that lessons may be learned for the future across the emergency management sector in Australia.

There has been much focus on how agencies or organisations manage to learn and implement lessons at the individual level rather than the important area of cross-jurisdictional development to build overall capability.

What is needed under these circumstances are emergency management capacities that can cross individual institutional or jurisdictional boundaries. If shared capacities are needed in assisting jurisdictions to detect, make sense of and respond, then learning is at the heart of this issue.

A commitment to a consistent, evaluation focused approach to learning from events and exercises would lead to evidence-based outcomes and lessons identified that would be more easily transferable across jurisdictional boundaries.



Cameron Scott is the Executive Manager – Emergency Management at the National Broadband Network (nbn), where he has been responsible for preparing for, as well as controlling and coordinating the response to, emergencies since 2016.

He is also responsible for developing and maintaining relationships with emergency management agencies across the country, led the development of temporary network infrastructure as well as emergency management capability, including planning, training, exercising and lessons. Cameron represents nbn on the National Communications Sector Group within the Trusted Information Sharing Network (TISN) and the Communications Alliance sponsored Communications Resilience Admin Industry Group (CRAIG).



The road from lessons not learned to learning from experience

 **Mark Cuthbert** – Australian Civil-Military Centre
2:15pm | Wednesday 29 May

“We are going to learn all the lessons from this event” is a phrase that rolls easily off the tongue of an official when things are perceived to have not gone so well. It is often accompanied by the announcement of a Royal Commission or formal inquiry. The rhetoric that we haven’t learned the lessons from the past may follow soon after.

Over the last 10 years Australia has been presented with many lessons identification opportunities. This shows no signs of abating. Significant progress has been made by a number of agencies, jurisdictions and nationally on learning from experience. Those that are making progress have identified new challenges with the implementation and acceptance of lessons.

This presentation will provide a snapshot of where we are now with lessons management in Australia including a range of examples of what is working well. It will cover the challenges we are currently facing but more importantly it will talk about the thinking on where we should and could be going next.

Significant effort has been invested in recent years to develop lessons management capability and improve learning from experience but there is an ongoing need to maintain the focus on and momentum of lessons management at all levels of government.



Mark Cuthbert has had over 40 years working in crisis and emergency management at local, region, state, and national levels. He joined the Counter-Terrorism Branch at Attorney-General’s Department in early 2001. Since then, he has worked across counter-terrorism, national security, major event security, biosecurity, maritime and civil-military sectors.

For the last 14 years Mark has been working on developing national lessons management thinking, approaches and capability. He has also been leading and or assisting with the planning and conduct of lessons process for significant events. Most recently working with NSW State Emergency Service for 4 months in 2022 to assist with a large lessons process on the NSW floods.

Mark is currently the Lessons Manager at the Australian Civil-Military Centre in the Department of Defence.



General information

Networking event

A networking session will be held on the evening of day one of the forum. It will be available to all those attending in person, with drinks and canapes being served.

AFAC Lessons Management Award

AFAC, along with member agencies, recognise the continued need to develop lessons management capability across the fire and emergency services in Australia. The AFAC Knowledge, Innovation and Research Utilisation Network develops and advocates approaches that support the development and sharing of good practice in knowledge management, lessons management, innovation and cultural practices that support our business at all levels.

The Lessons Management Award winner will be recognised for their efforts to develop lessons management capability within their organisation and across the sector.

Join the conversation

The Lessons Management Forum is being presented to both a virtual and in-person audience, as such we want to make sure we address everyone's most burning questions.

Therefore, we'll be using an audience interaction platform called Slido. Slido allows you to submit your questions as well as upvote the questions of other participants. Questions with the highest number of votes will stand a better chance to get answered by speakers.

1. Go to slido.com
2. Enter **#LMF2024** or **scan the QR code**, which will be displayed on the slideshow of each presentation.
3. Once you are in the Lessons Management Forum Q&A page you can pick which sessions you wish to ask your questions in.

Scan here
to join the
conversation



Partners and sponsors

The Lessons Management Forum is made possible with the generous support of event partners and sponsors.



Australian Government
Australian Civil-Military Centre

Gold Sponsor

Australian Civil-Military Centre (ACMC)



Australian Government
National Emergency Management Agency

AIDR Funding Partner

National Emergency Management Agency



AFAC is the Australian and New Zealand Council for fire and emergency services

AFAC.COM.AU | **f** AFACnews **in** afac **✕** AFACnews