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

Ben Norling

The Yellow Company Pty Ltd

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Strategies for embracing learning culture in disaster management

29 May 2024

Australian Government

National Emergency Management Agency

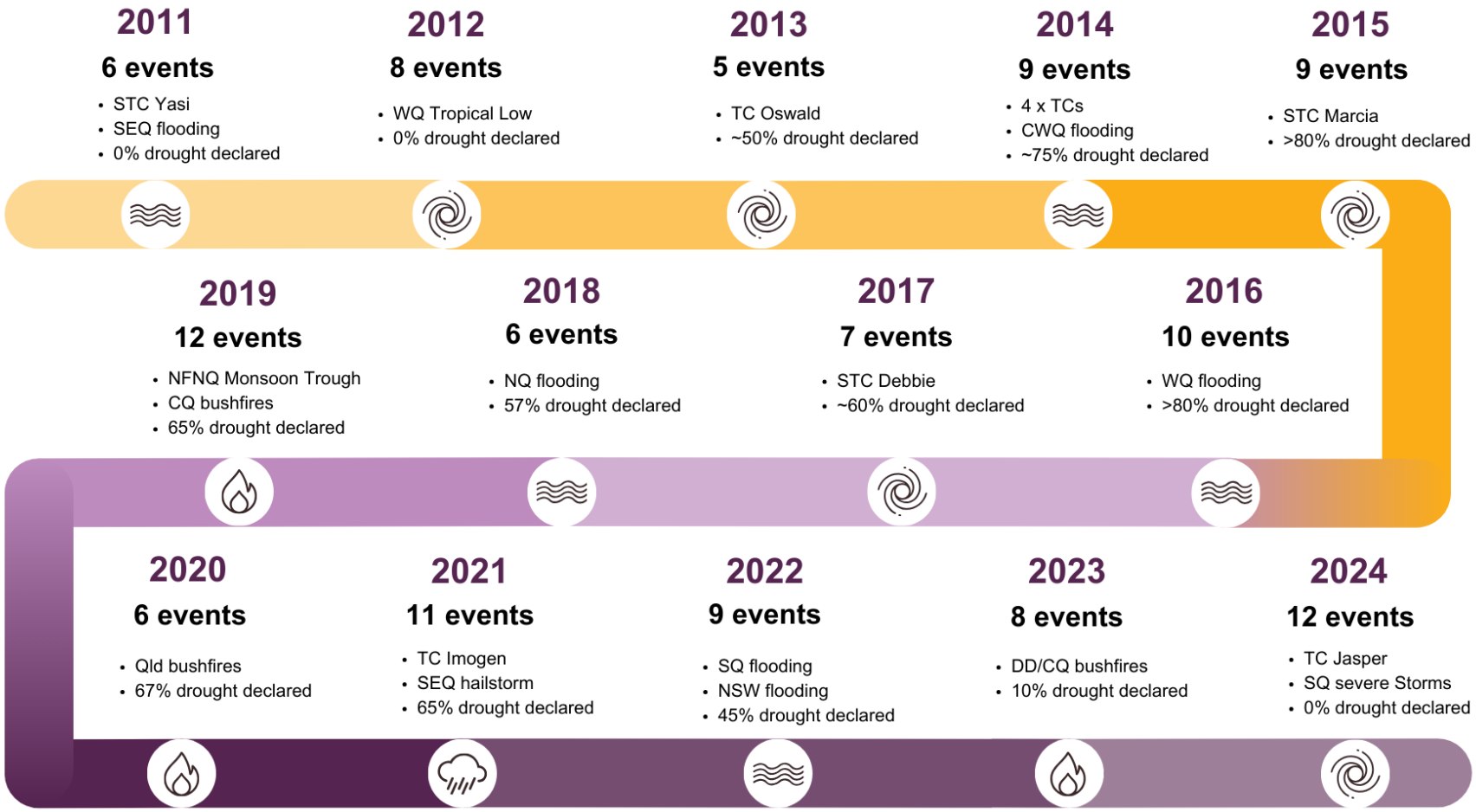
Australian Institute for Disaster Resilience

Yellow

- Since 2011
- Project management
- Brilliant people
- Projects for purpose



Most disaster-prone state




Resilient Homes Fund
Builders Forum
Thursday 10 August, 2023
Australian Government
Queensland Government


WUJAL WUJAL
Aboriginal Shire Council
Kuku Yalanji Country
yellow




Resilient materials
RESILIENT
HOMES FUND

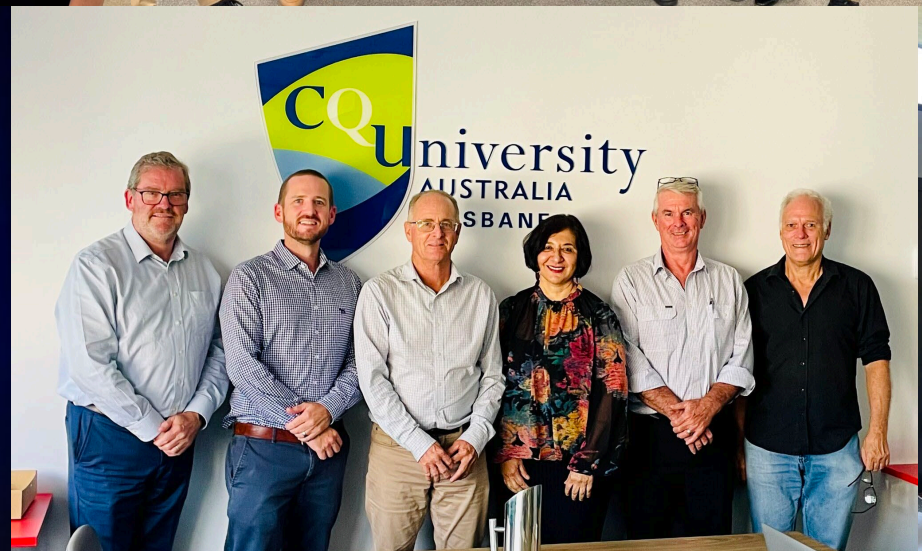

ACT
Government




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Australian Red Cross
After Action Review




CPS
MAKING COMPLEX EASY
Australian Institute of Project Management


CQUniversity
AUSTRALIA


yellow
Coffs-Bellingen
Local Recovery
Plan Workshop
BELLINGEN SHIRE COUNCIL
COFFS HARBOUR CITY COUNCIL

The challenge for our sector

Risk:

constant state of reaction

Challenge:

embracing learning culture



1. The perspective of independence

Independent view

- Remove bias
- Allow outside perspective
- Leverage arm’s length recommendations
- Learn through additional capability
- Take advantage of additional capacity
- Consider:
  - Industry colleagues
  - Collaborative organisation
  - Trusted advisor

Response

- After action reviews
- Evaluate effectiveness of response operations
- Consider:
  - ‘Real-time observation’
  - ‘Hot debriefs’
  - Structured engagement and feedback sessions
- Identify lessons learned
- Recommend actions to embed change

Recovery planning

Estimated impacts	Economic cost
Human and Social • Health, wellbeing and community impacts • Emergency response and clean-up	$2.419 billion
Building • Residential damage • Commercial damage • Public asset damage	$1.927 billion
Roads and Transport • State road damage • Local road damage • Rail damage	$742 million
Economic • Primary production damage and disruption • Small business disruption	$548 million
Environment • Riparian streambank damage • Coastal erosion • Pest and disease outbreaks	$44 million
Total cost	$5.68 billion

Source: Deloitte Access Economics estimates – The social and economic cost of the North and Far North Queensland Monsoon Trough (2019)

https://www.deloitte.com/au/en/services/economics/analysis/social-economic-cost-north-far-north-queensland-monsoon-trough.html

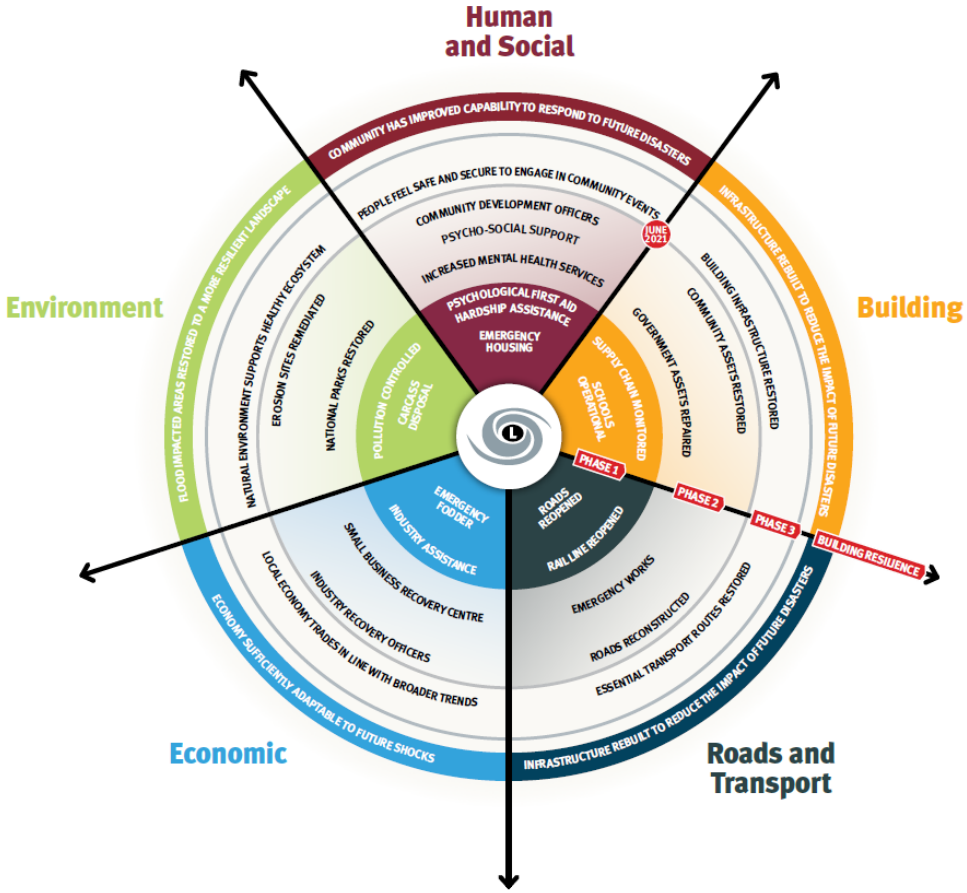


Diagram of state recovery objectives

https://www.qra.qld.gov.au/recovery/recovery-operations/2019-north-and-far-north-queensland-monsoon-trough-recovery-operation

Recovery evaluation

- 3 events
- 15 recovery programs
- >$100m invested
- Evaluation framework
- 262 findings
- 162 recommendations



QUEENSLAND RECONSTRUCTION AUTHORITY

Recommendations

The following recommendations are provided to improve the effectiveness of future disaster recovery programs.

RECOMMENDATION 1
Delivery organisations that implement community recovery programs should incorporate a close out review with program delivery staff and community members, to capture feedback and document lessons learned.

RECOMMENDATION 2
Program guidelines should include a process for complex queries to improve adaptiveness and response to the potential for evolving community needs.

RECOMMENDATION 3
Establish an advisory group with all representative functions to ensure future programs are adaptive and responsive to the changing needs of impacted communities.

RECOMMENDATION 4
Ensure recovery programs receive the necessary communications support by government to broaden program awareness and improve accessibility to recovery support.

RECOMMENDATION 5
Negotiate delivery partnerships for an agreed list of likely community recovery programs to build contingent capacity for deployable program rollout.

RECOMMENDATION 6
Consider a means to communicate early messaging to the community in relation to evidencing expenditure where a cost reimbursement is component is proposed.

RECOMMENDATION 7
Document updated eligibility criteria for a future Rural Residential Recovery Program.

RECOMMENDATION 8
Consider opportunities to incorporate mitigation incentives into future programs to promote resilient outcomes.

RECOMMENDATION 9
Ensure that funding across the entire Community Recovery Package is managed to maximise the opportunity to redirect any underspends to address recovery needs.

RECOMMENDATION 10
Consider implementing the Community Recovery Package as a coordinated program of services with formalised inductions and progress briefings with all program participants and expanded governance structures.

22

https://knowledge.aidr.org.au/me-search/disaster-page-holder/?id=24

https://knowledge.aidr.org.au/me-search/disaster-page-holder/?id=25

https://knowledge.aidr.org.au/me-search/disaster-page-holder/?id=26

Participant feedback

- 2018 Central Queensland Bushfires – rural residential recovery program

"Thank you so much, the process was so quick, money arrived and we are now commencing the purchase of fencing materials, we are most grateful."

"This whole process was thorough and quick, money is in the bank and suppliers have been contacted. You do so much good, thank you seems inadequate."

"I really appreciate it, thanks for making the process painless and efficient and quick."

"The funding for this work will be very much appreciated as it has been rather depressing looking at all the damage."

"Thank you for your really fast action and turnaround with this, I've already talked to the fencer and he has booked him so hopefully I might have a new fence by Christmas."

"Thank you for the grant. So nice to receive help, particularly as my insurance company cancelled my insurance without warning a few weeks before the fire. The Red Cross grant has been a great help. Thank you."

2. The value of real-time monitoring

Real-time monitoring

Structured active / live / frequent monitoring of targeted effort to inform decision making and learning.

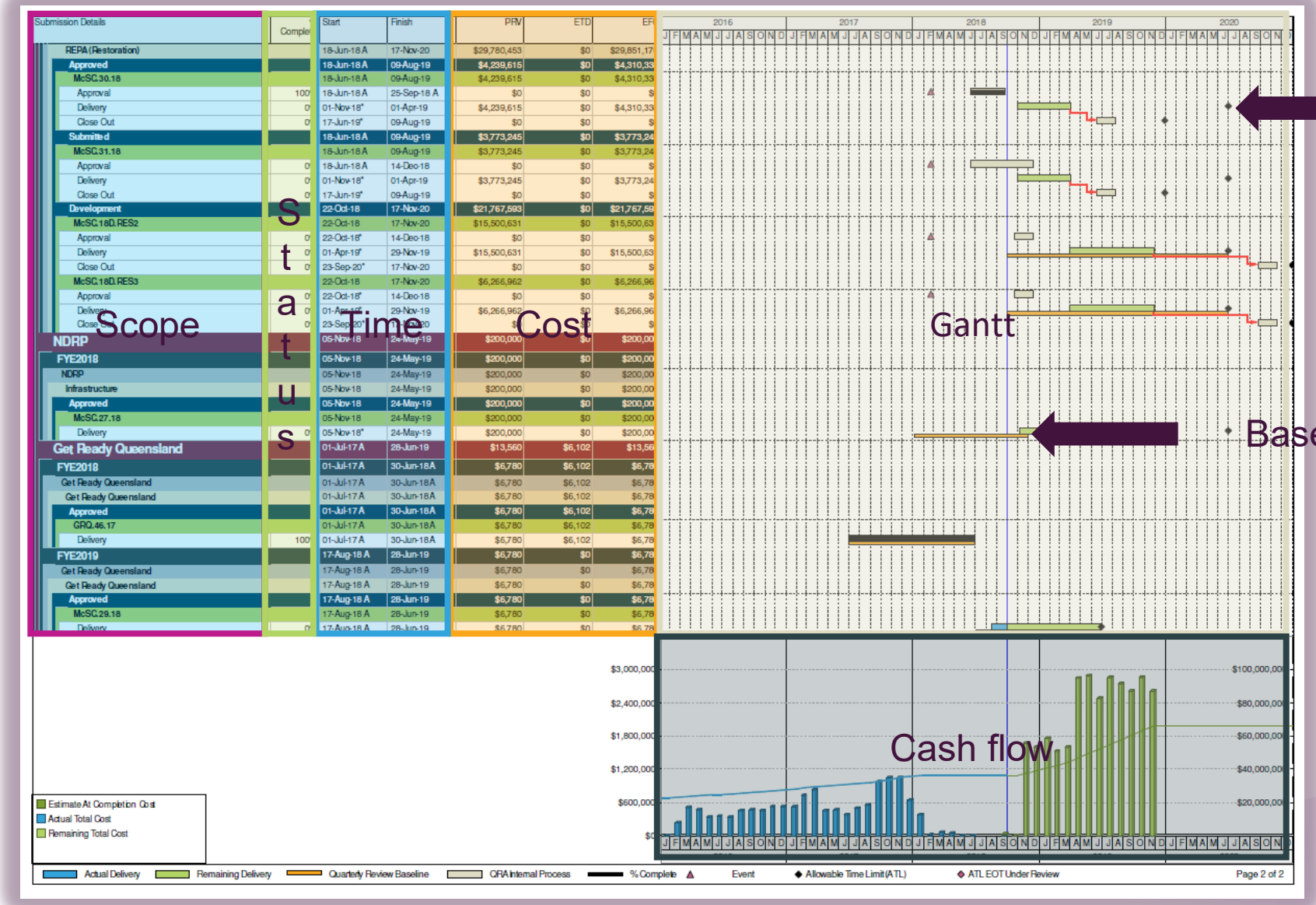
- Operational environment
  - Response
- Program of works
  - Prevention and preparedness
  - Recovery
  - Resilience

Real-time monitoring

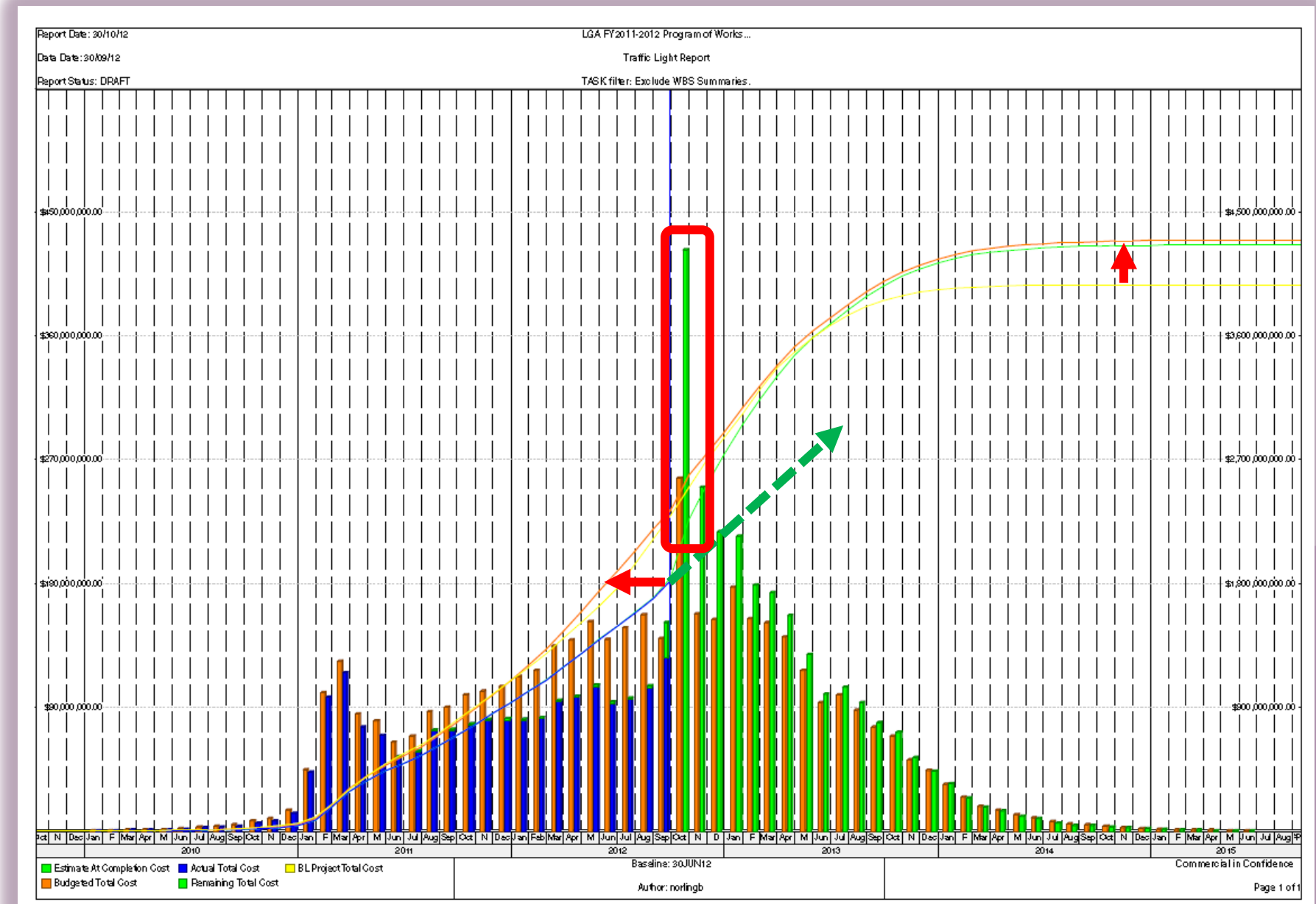
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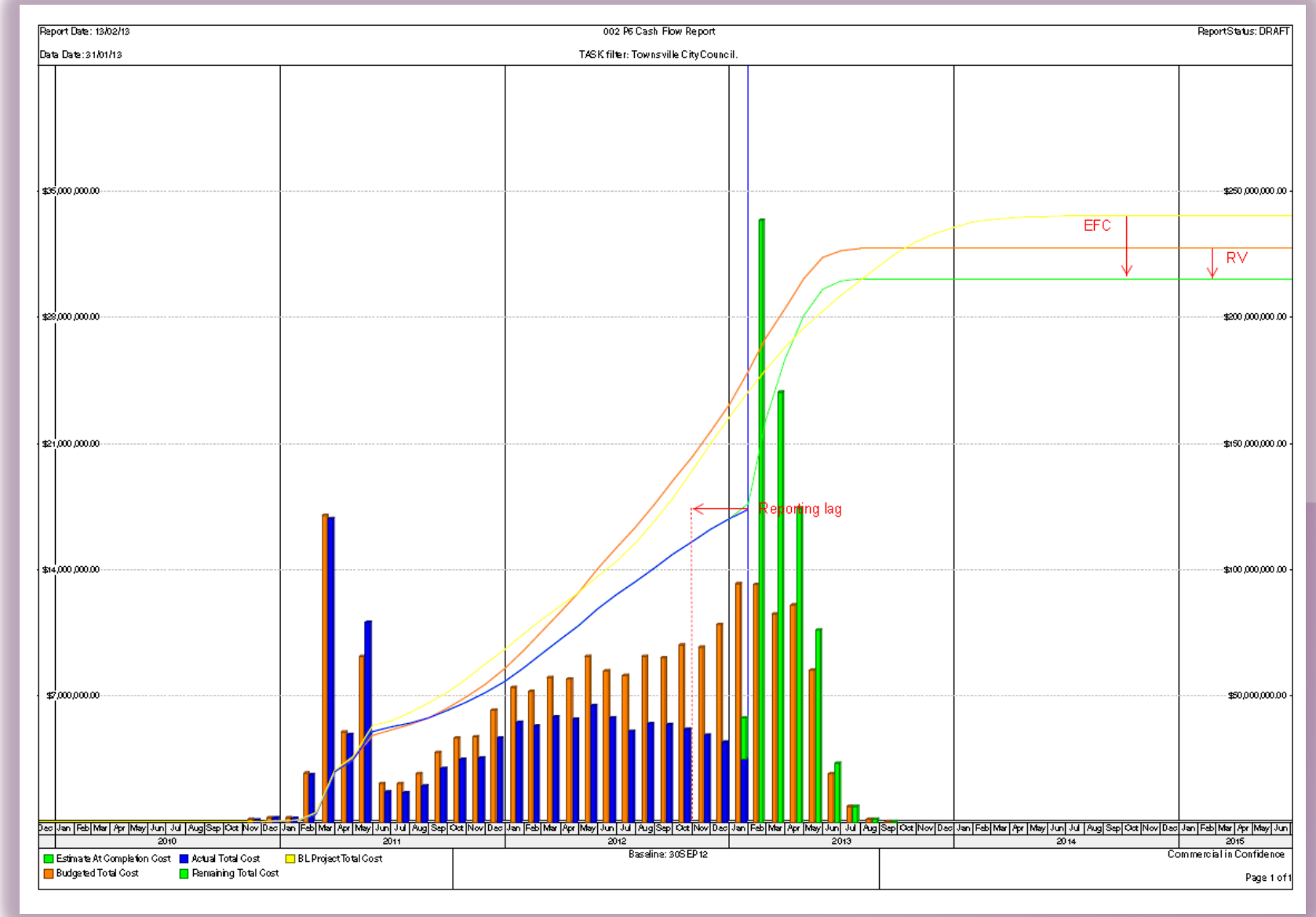
Monitoring framework



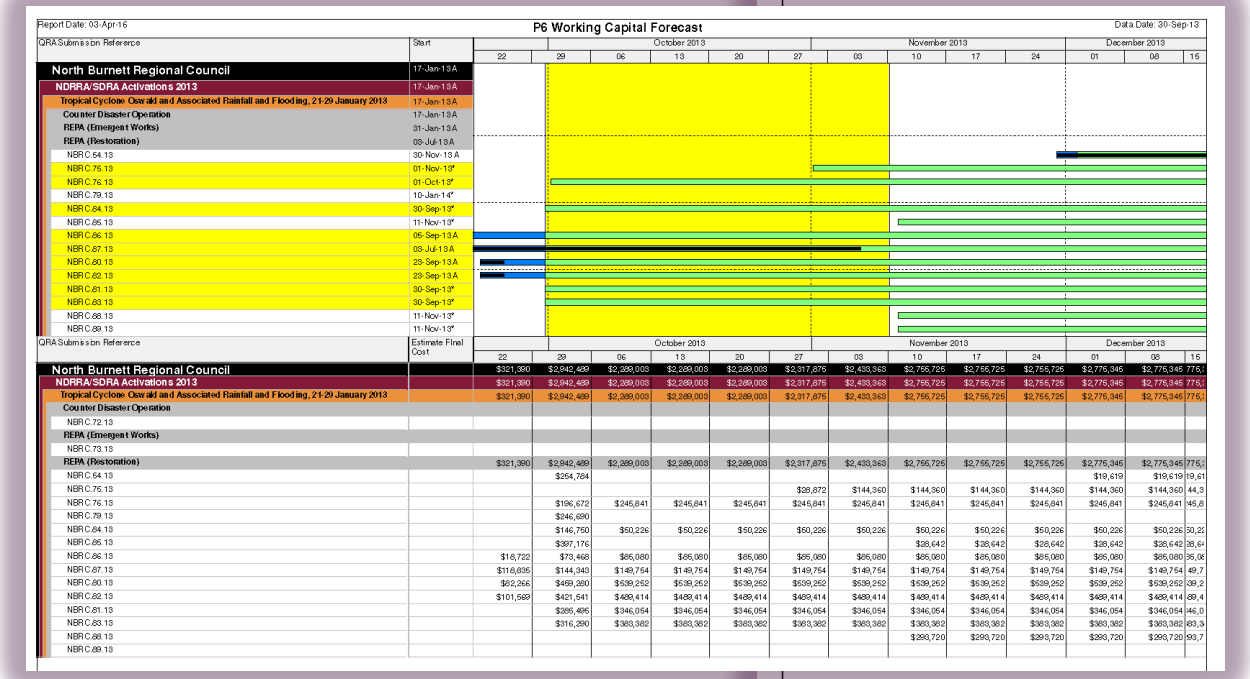
Portfolio


Report Date: 30/10/12
Data Date: 30/09/12
Report Status: DRAFT
LGA FY2011-2012 Program of Works...
Traffic Light Report
TASK filter: Exclude WBS Summaries.
$450,000,000.00
$360,000,000.00
$270,000,000.00
$180,000,000.00
$90,000,000.00
$4,500,000,000.00
$3,600,000,000.00
$2,700,000,000.00
$1,800,000,000.00
$900,000,000.00
2010
2011
2012
2013
2014
2015
Estimate At Completion Cost
Actual Total Cost
BL Project Total Cost
Budgeted Total Cost
Remaining Total Cost
Baseline: 30JUN12
Author: norlingb
Commercial in Confidence
Page 1 of 1

Program delivery capability



Program delivery capacity

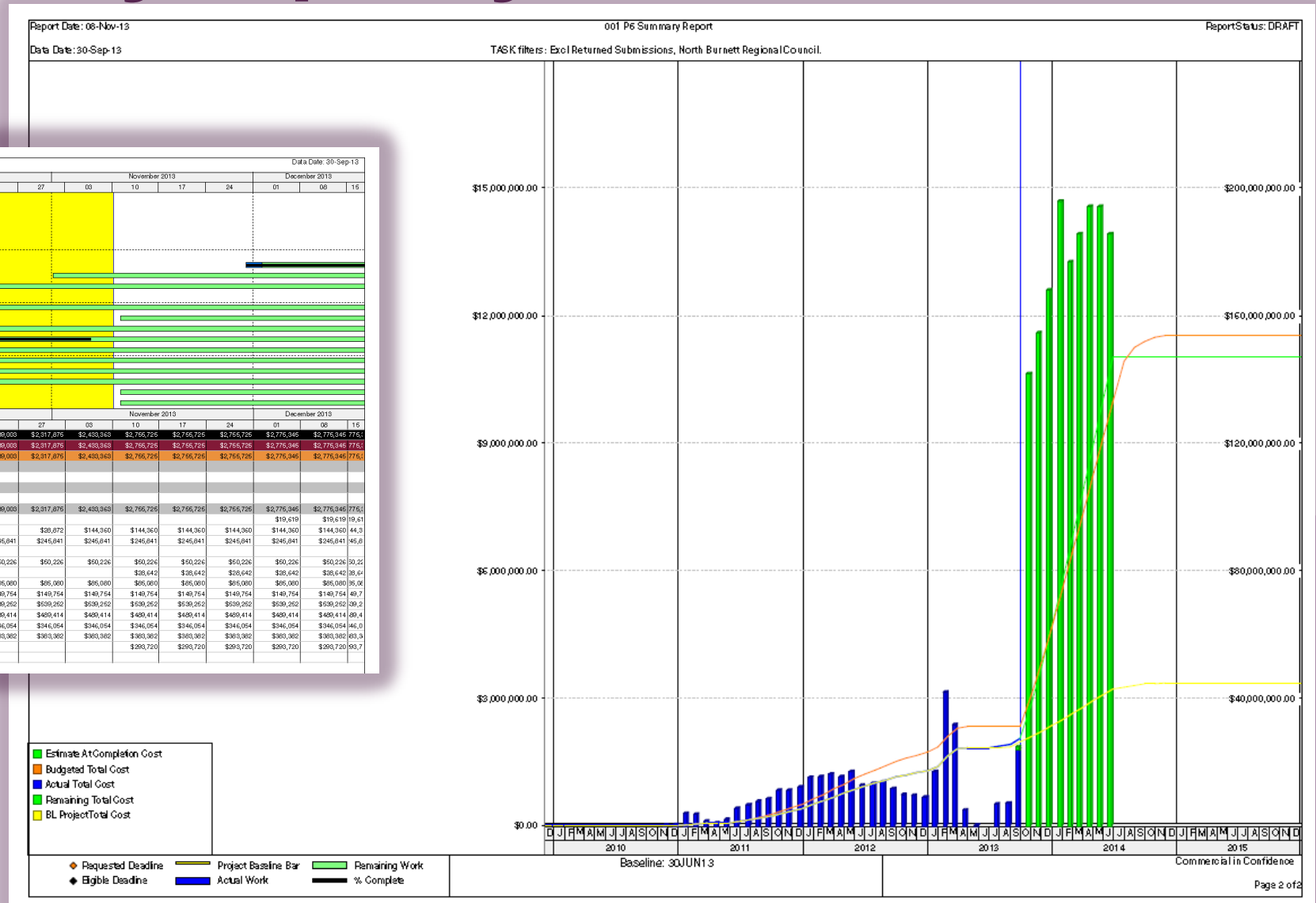


Report Date: 03-Apr-16 — P6 Working Capital Forecast — Data Date: 30-Sep-13

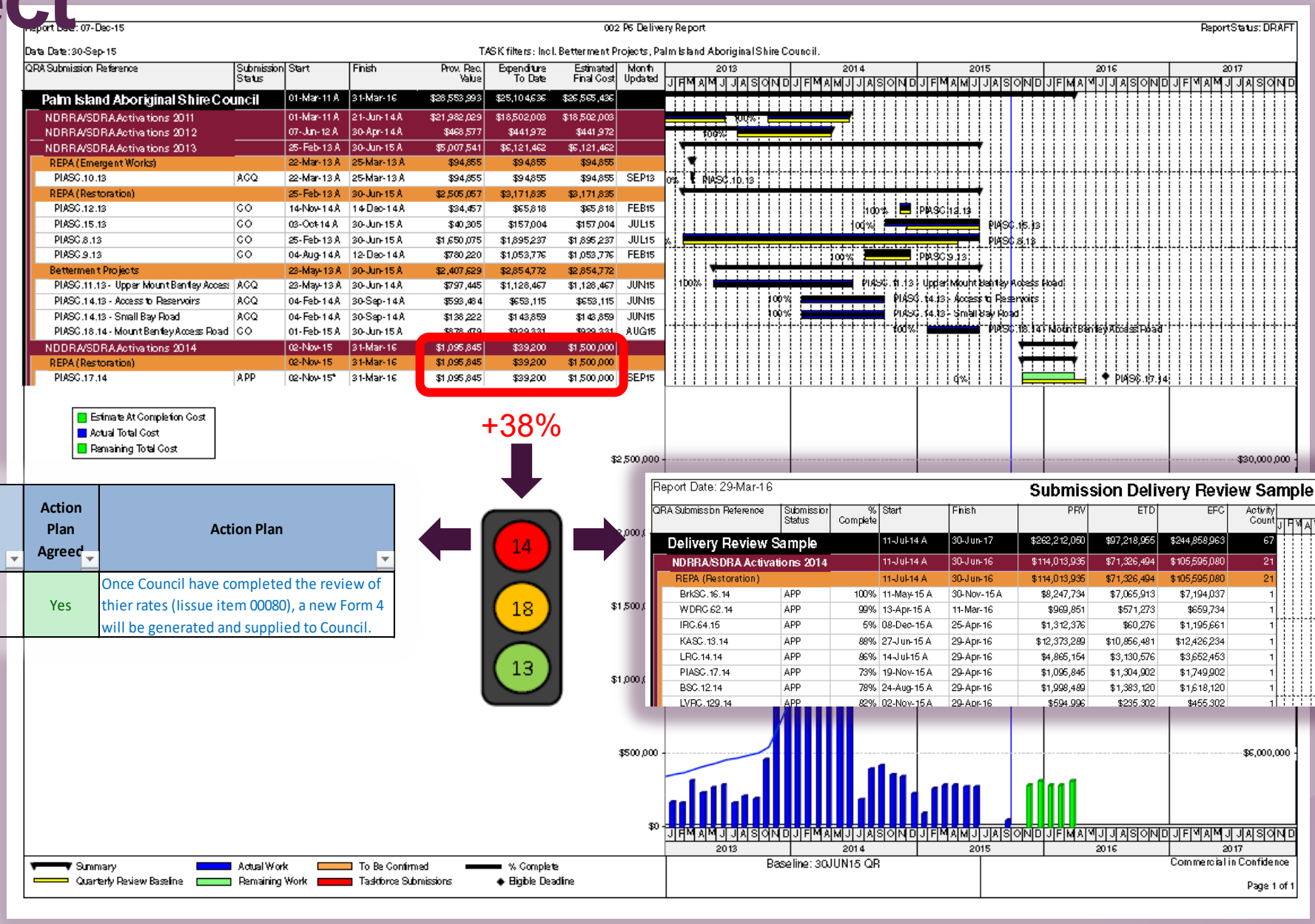
QRA Submission Reference	Start
North Burnett Regional Council	17-Jan-13 A
NDRRA/SDRA Activations 2013	17-Jan-13 A
Tropical Cyclone Oswald and Associated Rainfall and Flooding, 21-29 January 2013	17-Jan-13 A
Counter Disaster Operation	17-Jan-13 A
REPA (Emergent Works)	31-Jan-13 A
REPA (Restoration)	03-Jul-13 A
NBRC.54.13	30-Nov-13 A
NBRC.75.13	01-Nov-10*
NBRC.76.13	01-Oct-13*
NBRC.79.13	10-Jan-14*
NBRC.84.13	30-Sep-13*
NBRC.85.13	11-Nov-13*
NBRC.86.13	05-Sep-13 A
NBRC.87.13	03-Jul-13 A
NBRC.80.13	23-Sep-13 A
NBRC.82.13	23-Sep-13 A
NBRC.81.13	30-Sep-13*
NBRC.83.13	30-Sep-13*
NBRC.88.13	11-Nov-13*
NBRC.89.13	11-Nov-13*

October 2013: 22, 29, 06, 13, 20, 27 — November 2013: 03, 10, 17, 24 — December 2013: 01, 08, 15

QRA Submission Reference	Estimate Final Cost	22	29	06	13	20	27	03	10	17	24	01	08	15
North Burnett Regional Council		$321,390	$2,942,489	$2,289,003	$2,289,003	$2,289,003	$2,317,875	$2,433,363	$2,755,725	$2,755,725	$2,755,725	$2,775,345	$2,775,345	775,3
NDRRA/SDRA Activations 2013		$321,390	$2,942,489	$2,289,003	$2,289,003	$2,289,003	$2,317,875	$2,433,363	$2,755,725	$2,755,725	$2,755,725	$2,775,345	$2,775,345	775,3
Tropical Cyclone Oswald and Associated Rainfall and Flooding, 21-29 January 2013		$321,390	$2,942,489	$2,289,003	$2,289,003	$2,289,003	$2,317,875	$2,433,363	$2,755,725	$2,755,725	$2,755,725	$2,775,345	$2,775,345	775,3
Counter Disaster Operation														
NBRC.72.13														
REPA (Emergent Works)														
NBRC.73.13														
REPA (Restoration)		$321,390	$2,942,489	$2,289,003	$2,289,003	$2,289,003	$2,317,875	$2,433,363	$2,755,725	$2,755,725	$2,755,725	$2,775,345	$2,775,345	775,3
NBRC.54.13			$254,784									$19,619	$19,619	19,61
NBRC.75.13							$28,872	$144,360	$144,360	$144,360	$144,360	$144,360	$144,360	44,3
NBRC.76.13			$196,672	$245,841	$245,841	$245,841	$245,841	$245,841	$245,841	$245,841	$245,841	$245,841	$245,841	45,8
NBRC.79.13			$246,690											
NBRC.84.13			$146,760	$50,226	$50,226	$50,226	$50,226	$50,226	$50,226	$50,226	$50,226	$50,226	$50,226	50,2
NBRC.85.13			$397,176						$28,642	$28,642	$28,642	$28,642	$28,642	28,6
NBRC.86.13		$18,722	$73,468	$85,080	$85,080	$85,080	$85,080	$85,080	$85,080	$85,080	$85,080	$85,080	$85,080	35,0
NBRC.87.13		$116,635	$144,343	$149,754	$149,754	$149,754	$149,754	$149,754	$149,754	$149,754	$149,754	$149,754	$149,754	49,7
NBRC.80.13		$82,266	$469,260	$539,252	$539,252	$539,252	$539,252	$539,252	$539,252	$539,252	$539,252	$539,252	$539,252	39,2
NBRC.82.13		$101,589	$421,541	$469,414	$469,414	$469,414	$469,414	$469,414	$469,414	$469,414	$469,414	$469,414	$469,414	69,4
NBRC.81.13			$265,495	$346,054	$346,054	$346,054	$346,054	$346,054	$346,054	$346,054	$346,054	$346,054	$346,054	46,0
NBRC.83.13			$316,290	$383,382	$383,382	$383,382	$383,382	$383,382	$383,382	$383,382	$383,382	$383,382	$383,382	83,3
NBRC.88.13									$293,720	$293,720	$293,720	$293,720	$293,720	93,7
NBRC.89.13														

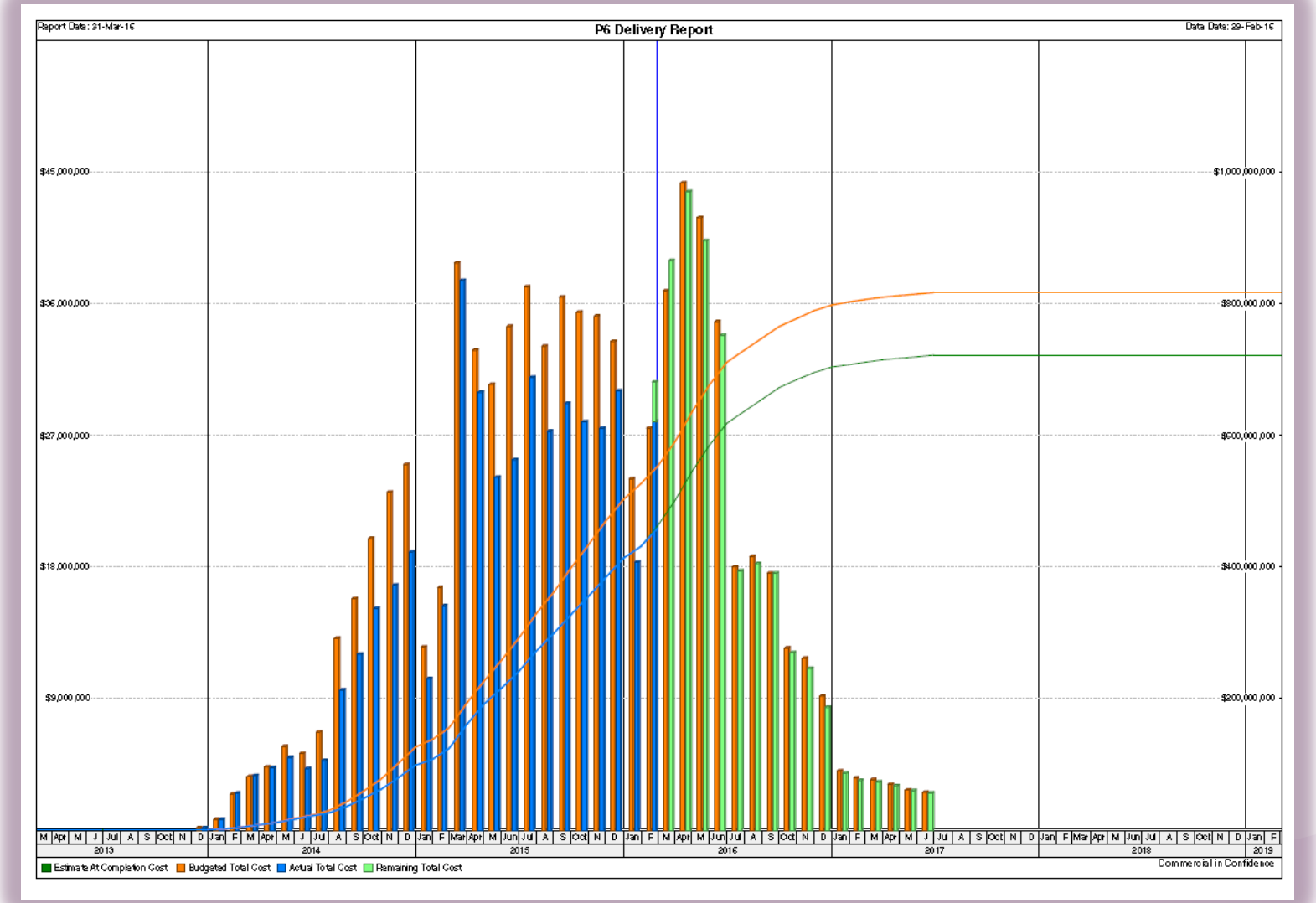


Project

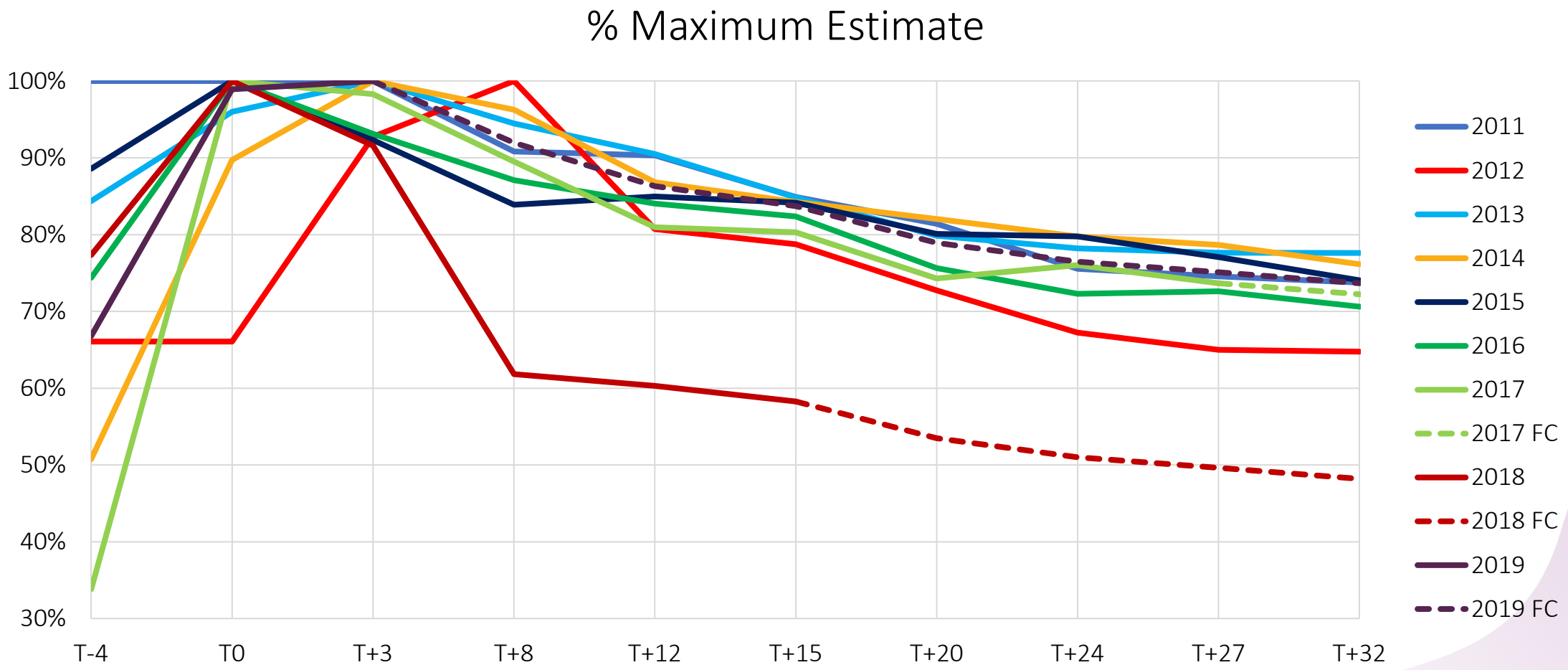


Issue Raised	Action Plan Agreed	Action Plan
High risk for assessment (approvals, acquittals, benchmarking), delivery (cost).	Yes	Once Council have completed the review of thier rates (Iissue item 00080), a new Form 4 will be generated and supplied to Council.

Monitoring insights



Monitoring insights



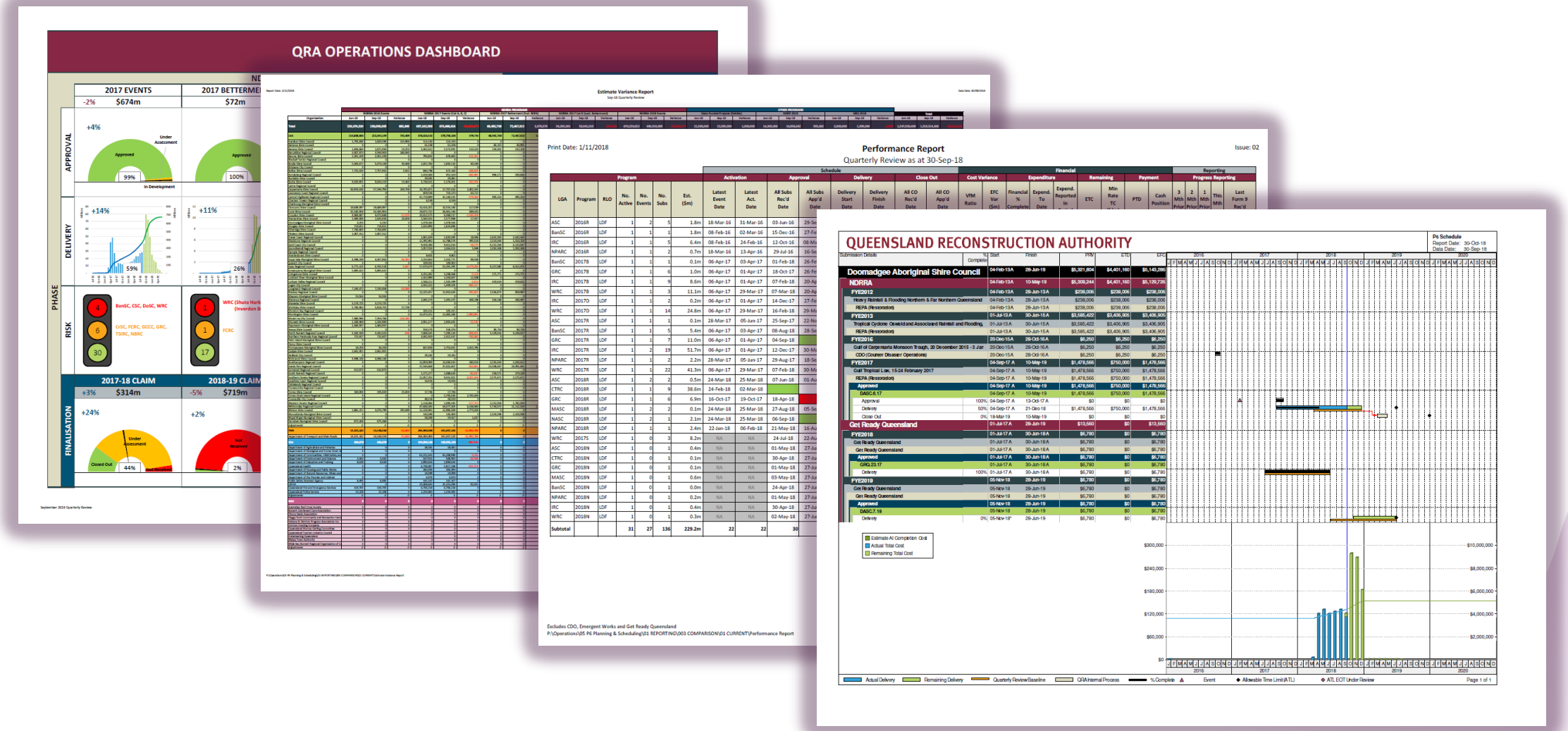
Monitoring governance



Review cycle



Monitoring reporting



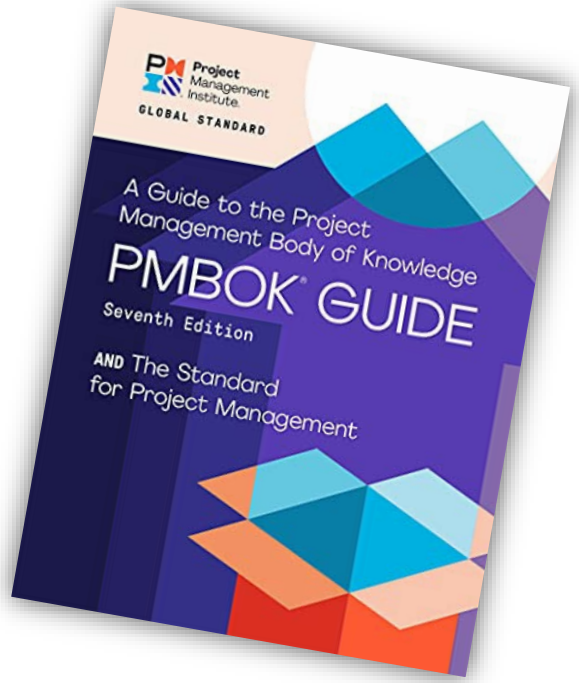
Purpose

- Review progress across portfolio, programs, projects, activities
- Understand expenditure and impact ‘on the ground’
- Uncover, discuss and document risks and issues
- Agree actions, intervention and responsibilities
- Provide periodic baselines for monitoring performance
- Collaborate across government and the market
- Inform future investment
- Influence future recovery program design
- **Active learning**

3. The power of project management

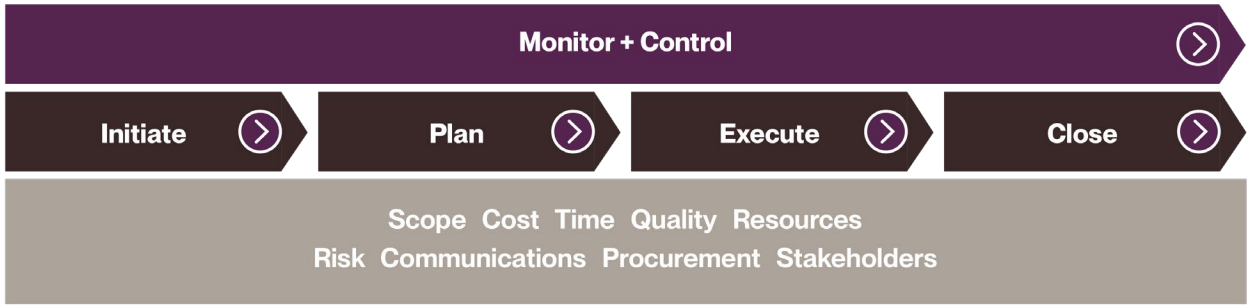
Projectisation of lessons learned

- Implement lessons as projects
- Project management provides discipline to embed change
- Support effectiveness through each area of knowledge



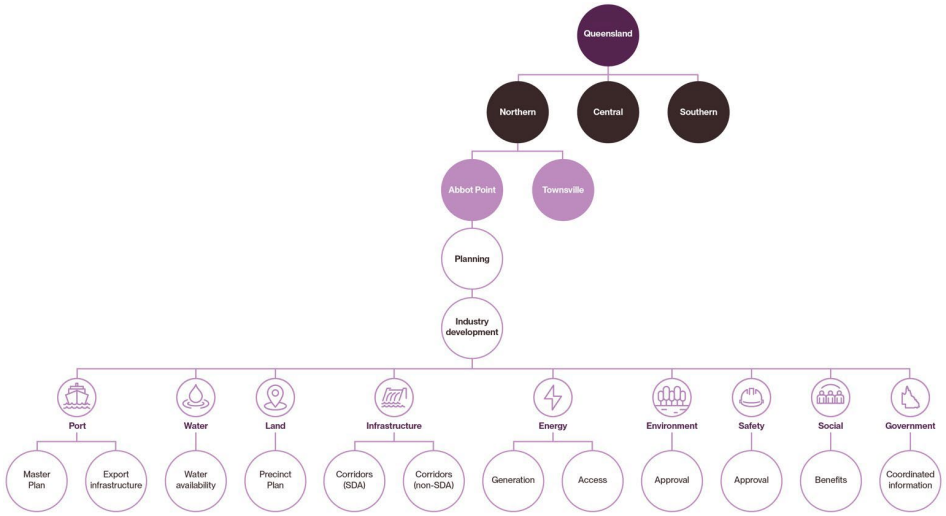
Integration

- Project definition
- Charter and sponsor
- Manage in phases
- Monitor progress
- Control change
- Integrate project and organisational governance



Scope

- Determine learning requirements
- Define scope as changes required to implement lessons
- Organise by work breakdown structure
- Validate scope progressively



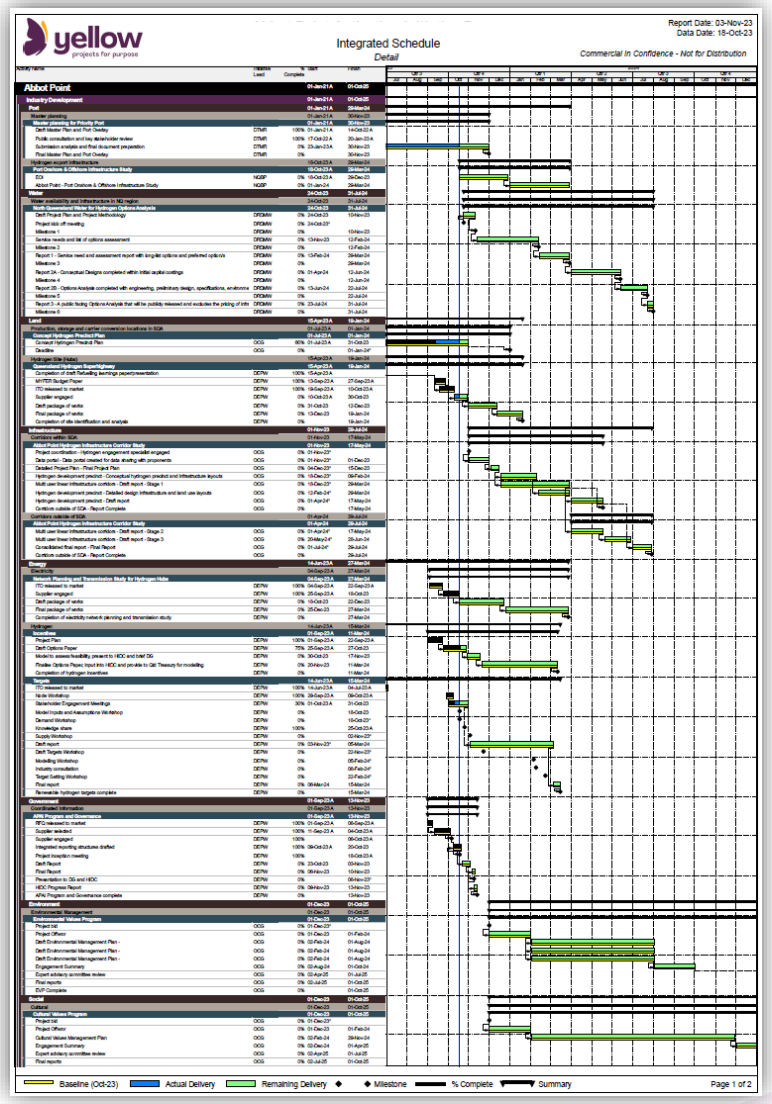
Quality

- Quality outcomes
- Measurable targets

Element	Target	Measurement	Timing
Project document control	Capture all project data and deliverables on Yellow's SharePoint site for sharing with the Council during delivery and on completion	Internal project audit	Executing phase (monthly)
External stakeholder participation	Involve key stakeholders to contribute to the recovery plan development	Community and council consultation facilitated with key stakeholders identified in the stakeholder matrix	Executing phase (1. Pre-event Recovery Plan)
Recovery planning is based on best-practice approaches	Alignment with the National Recovery Principles Alignment with the Coff-Bellingen EMPLAN and NSW State Recovery Plan	Principles and key plans are referenced and alignment is demonstrated in the recovery plan	Executing phase (4. Final deliverables)
Recovery plan roles and responsibilities are understood	Council understands the roles and responsibilities included in the recovery plan	Council representatives are comprehensively briefed on the recovery plan roles and responsibilities	Executing phase (4. Final deliverables)
Recovery plan is endorsed by the Project Sponsor	Endorsed recovery plan	Endorsement of the plan by Council and key stakeholders	Executing phase (4. Final deliverables)
Internal stakeholder satisfaction	Positive project experience	Participant, Council and LEMC feedback	Closing phase

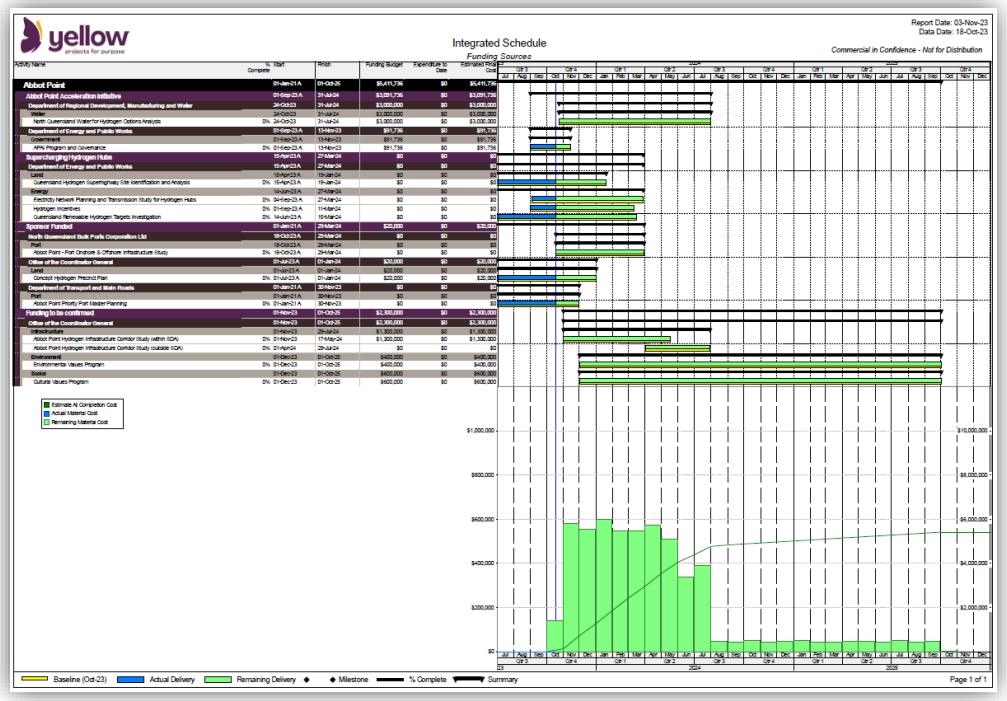
Schedule

- Agree timeframe for action
  - Sequence activities (from scope)
  - Estimate durations
  - Develop schedule



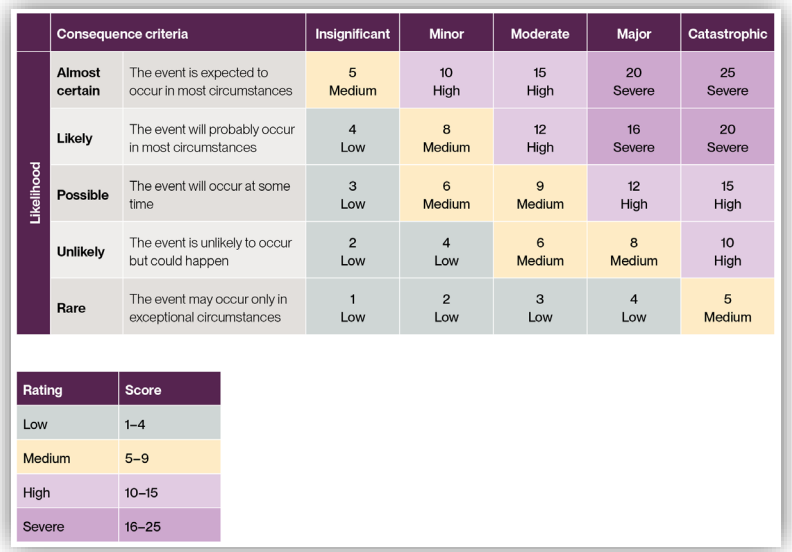
Cost

- Estimate costs for implementing change
- Allocate required investment



Risk

- Quantify risks associated with <u>not</u> actioning lessons
  - Help with prioritisation
  - Support business case for investment
- Identify risks to implementing lessons
- Risk analysis
- Risk mitigation plans



	Consequence criteria		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost certain	The event is expected to occur in most circumstances	5 Medium	10 High	15 High	20 Severe	25 Severe
	Likely	The event will probably occur in most circumstances	4 Low	8 Medium	12 High	16 Severe	20 Severe
	Possible	The event will occur at some time	3 Low	6 Medium	9 Medium	12 High	15 High
	Unlikely	The event is unlikely to occur but could happen	2 Low	4 Low	6 Medium	8 Medium	10 High
	Rare	The event may occur only in exceptional circumstances	1 Low	2 Low	3 Low	4 Low	5 Medium

Rating	Score
Low	1–4
Medium	5–9
High	10–15
Severe	16–25

Communications

- Clear communications plan
  - Highlight a learning intent
  - Enhance awareness, desire and knowledge of change
  - Improve the ability to adopt learnings
  - Reinforce a learning culture

Principle	Approach
Respectful communications	People's backgrounds and cultures are different and this contributes positively to project team diversity and experience. Communication styles for individuals vary and will be respected on this project.
No surprises	Issues are communicated early. Where possible, issues are briefed individually, directly, privately and verbally before group or written communications.
Single point of truth	All formal project communications will be issued and controlled via the agreed communication channels (e.g. email, MS Teams, presentations, etc.).
Single point of contact	All formal project communications will be confirmed through the nominated personnel as a single point of contact.

Resources

- Assign dedicated resources to implement each action
- Assign ownership to quality outcomes (i.e. learning culture)

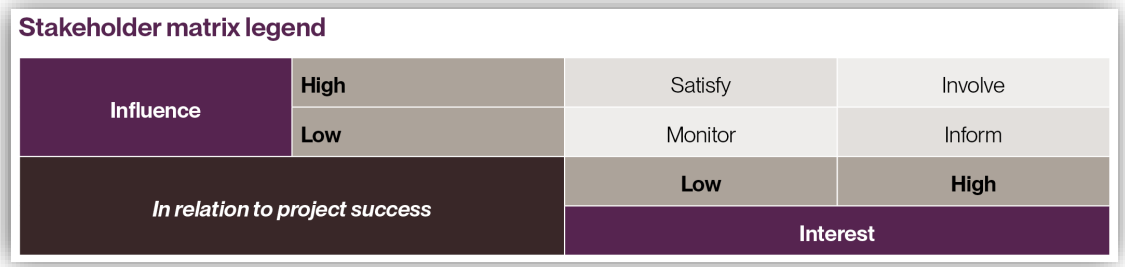
	Functions											
	Program Monitoring and Reporting						Stakeholder Engagement					
Personnel	Quarterly Program Reviews	P6 Report Audit and Analysis	P6 Scheduling, Data Entry and Reporting	P6 Database Administrator	DRFA / Resilience Program Monitoring Advice	DPMS and P6 database development support	Engagement Planning and Advice	RP Branch Engagement	RCP Branch Engagement	CE Branch Engagement	External Engagement	Tiger Team Deployment
Ben Norling	L	L	S	S	L	L	-	-	-	-	-	-
Jo Killick	S	-	-	-	S	-	L	S	S	S	L	L
Robert da Fonseca	S	-	-	-	S	-	S	L	L	L	S	S
Jade Moorby	S	S	L	L	S	S	-	-	-	-	-	S

Procurement

- Emergency management can stretch resources
- Leverage external capability and capacity where required
- Pre-plan procurement to expedite surge requirements
  - Panel of pre-approved suppliers

Stakeholders

- Map key stakeholders to ensure all possible avenues for learning are known
- Leverage all stakeholder groups to facilitate organisation-wide learnings
- Plan how stakeholders can be most effectively engaged throughout learning activities



Summary

Embracing learning culture:

1. The perspective of independence
2. The value of real-time monitoring
3. The power of project management

yellow



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Q&A

Please submit your questions to Slido.

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Community-led post-bushfire learning review

Zoe D'Arcy

Fire to Flourish

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COMMUNITY-LED POST-BUSHFIRE LEARNING REVIEW



MONASH University

MONASH SUSTAINABLE DEVELOPMENT INSTITUTE

FIRE to FLOURISH

Strength through community-led action

Zoë D'Arcy and Adriana Keating

29th May 2024

Lessons Management Forum 2024
Adelaide, Australia

FIRE to FLOURISH

ACKNOWLEDGEMENT

We acknowledge the Traditional Custodians and Owners of the lands on which we work and live across Australia. This work was created by people living on Ngunnawal and Ngambri Country.

We pay our respects to Elders past, present and emerging and acknowledge the sovereignty of Aboriginal and Torres Strait Islander peoples.
We are committed to collaboration that furthers self-determination and creates a better future for all.



FIRE to FLOURISH

1. BACKGROUND

The Fire to Flourish program, and the Tenterfield 2023 bushfires



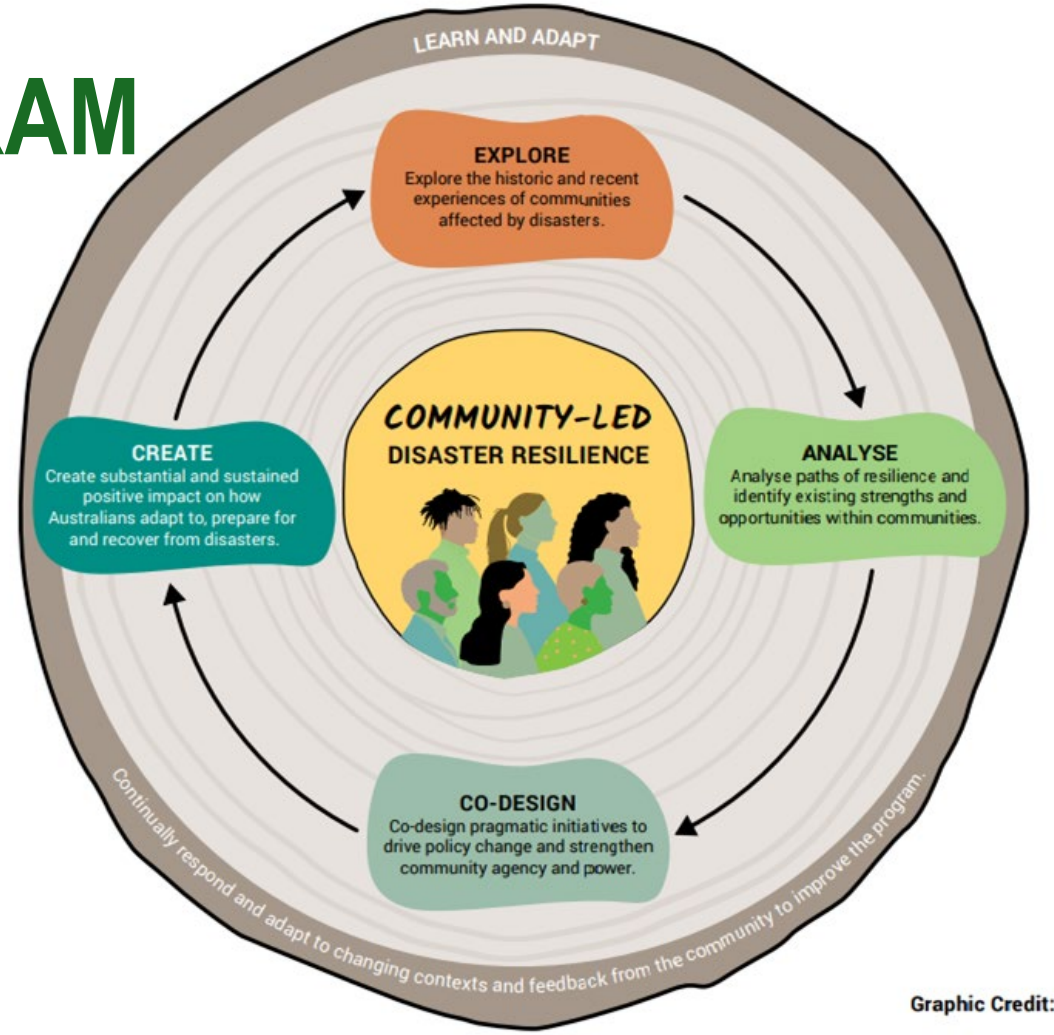
FIRE to FLOURISH
Strength through community-led action

FIRE TO FLOURISH PROGRAM

Our mission is to trial innovations in community-led resilience and influence system changes to support their scaling.

Fire to Flourish was conceived in the aftermath of the 2019/20 bushfires, which exposed the exacerbated impacts of disaster on communities experiencing entrenched disadvantage. Since those fires, we have been working deeply with four severely affected communities to support their recovery and longer-term resilience to climate change.

- **EAST GIPPSLAND** — *Gunaikurnai, Monero and Bidawel land*
- **EUROBODALLA** — *Walbunja, Brinja-Yuin and Djiringanj land*
- **TENTERFIELD** — *Kamilaroi and Bundjalung land*
- **CLARENCE VALLEY** — *Bundjalung, Gumbaynggirr and Yaegl land*



Graphic Credit: Ivy Hajduk

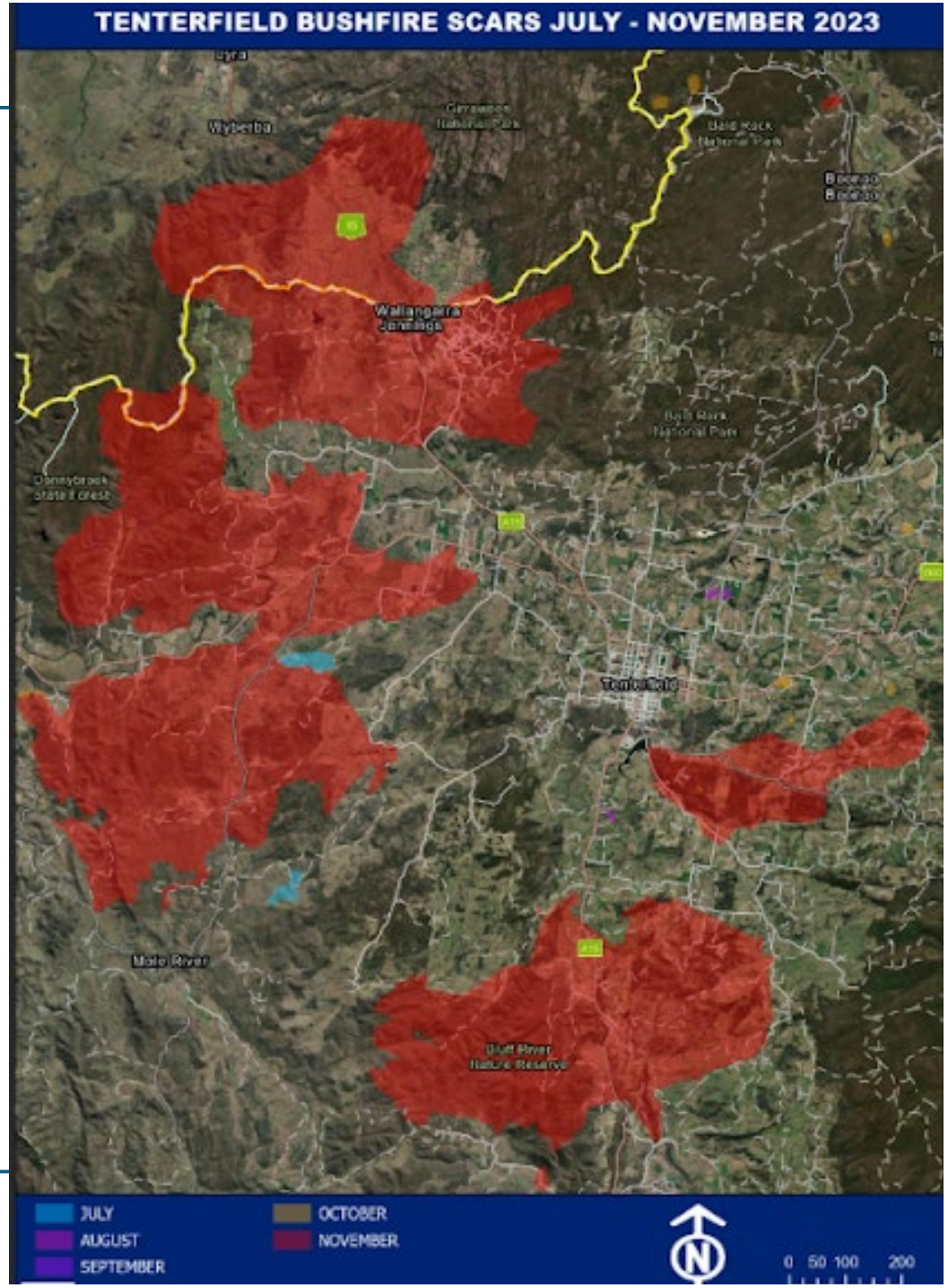
FIRE to FLOURISH
Strength through community-led action

TENTERFIELD



FIRE to FLOURISH
Strength through community-led action

TENTERFIELD BUSHFIRES 2023



2. WHY?

- Request came from Tenterfield residents
- Opportunity to identify rich lessons from community experiences of bushfire
- Through Fire to Flourish's granting process, maximize the possibility that they become lessons learnt



FIRE to FLOURISH

3. HOW?

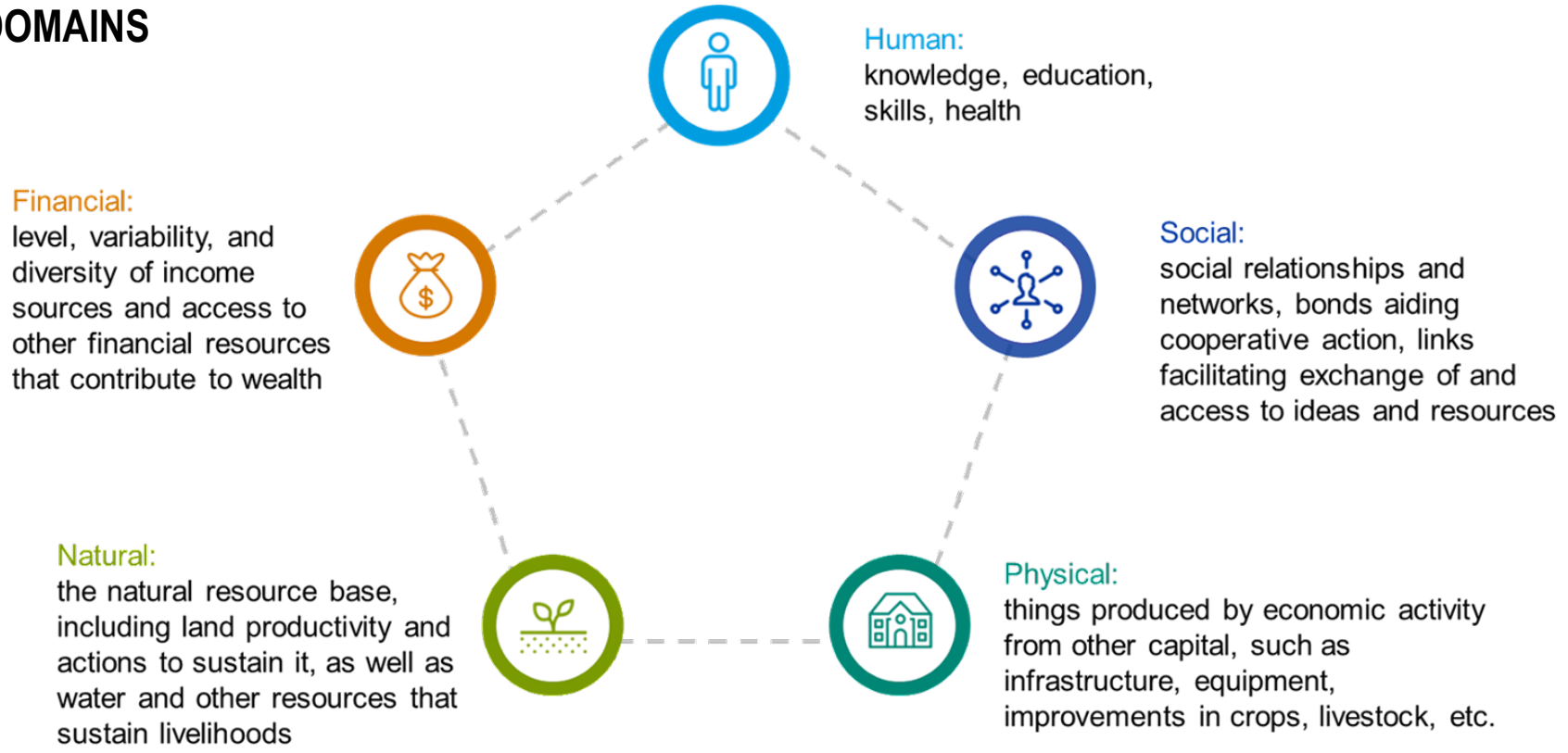
- **Informed by PERC (Post-Event Review Capability) methodology developed by Zurich Flood Risk Alliance**



FIRE to FLOURISH
Strength through community-led action

SYSTEMIC DEFINITION OF DISASTER RESILIENCE

ACROSS FIVE DOMAINS

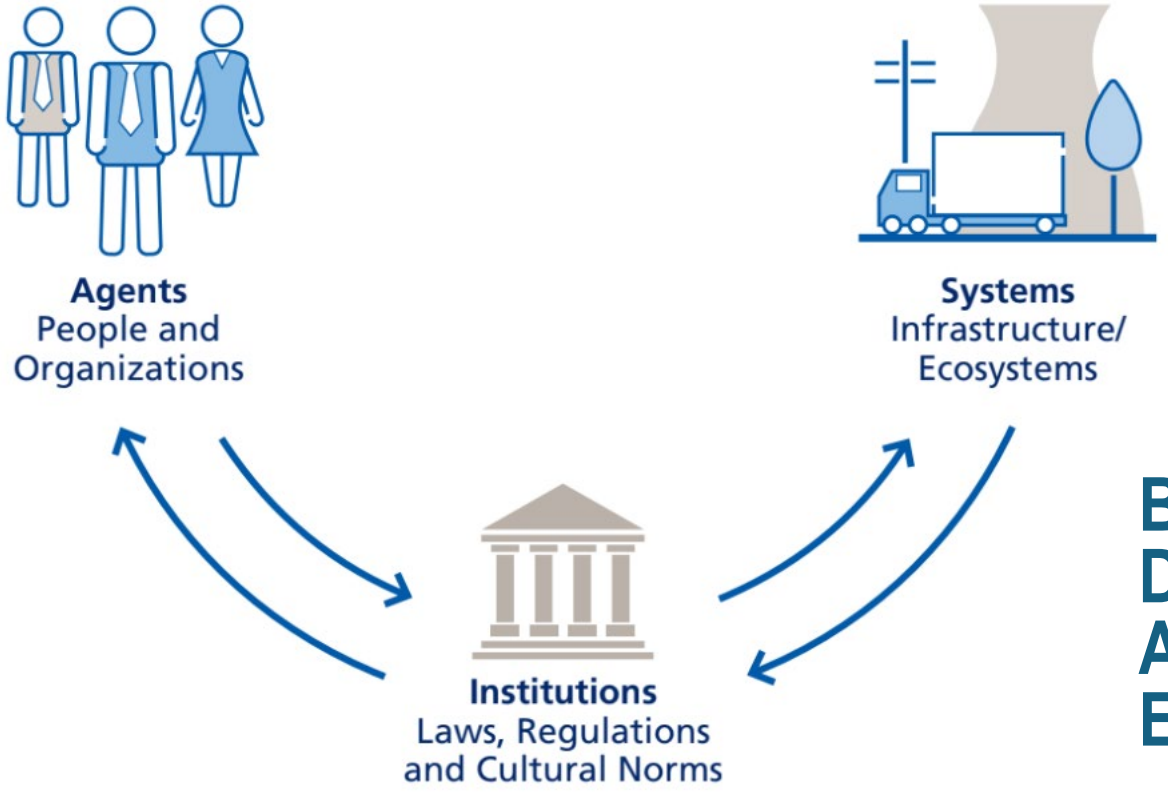


Graphic: Zurich Flood Resilience Alliance

FIRE to FLOURISH
Strength through community-led action

SYSTEMIC DEFINITION OF DISASTER RESILIENCE

INTERACTING COMMUNITY COMPONENTS

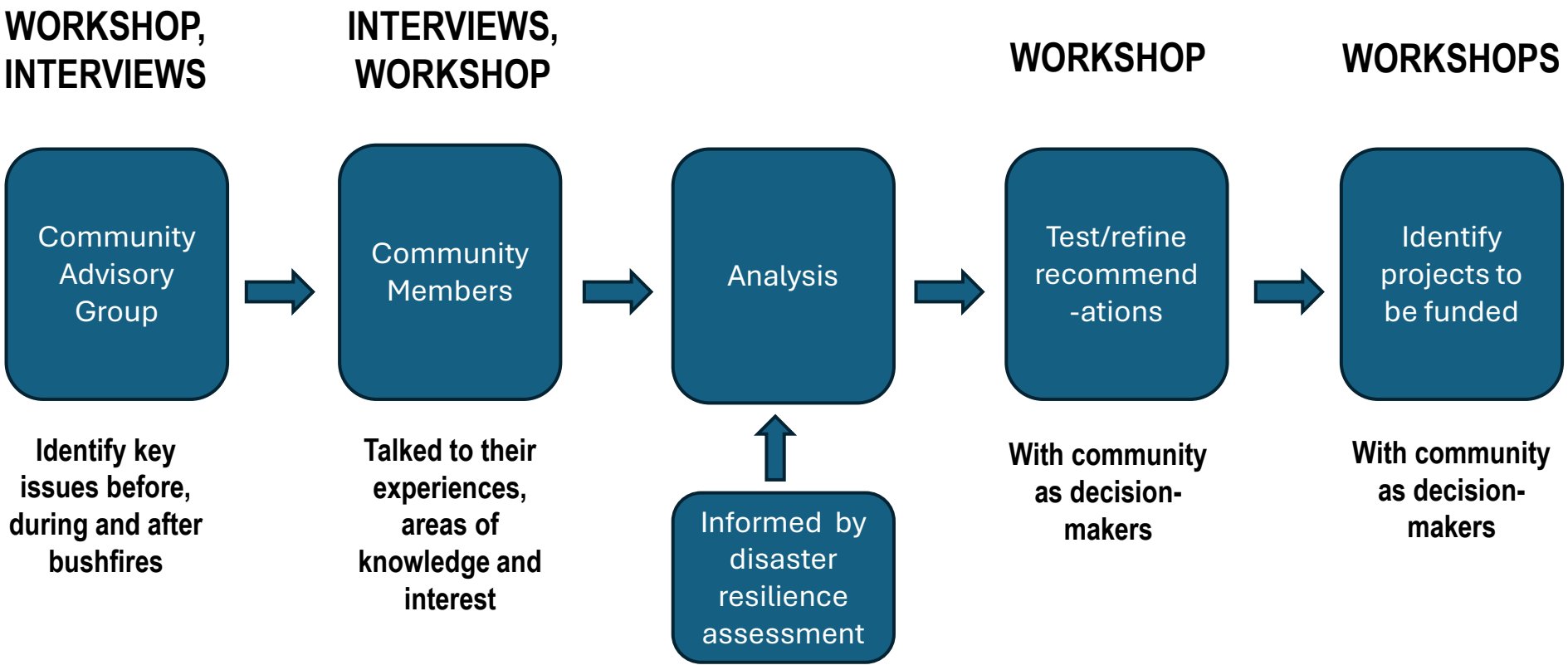


BEFORE, DURING AND AFTER THE EVENT

Graphic: Zurich Flood Resilience Alliance

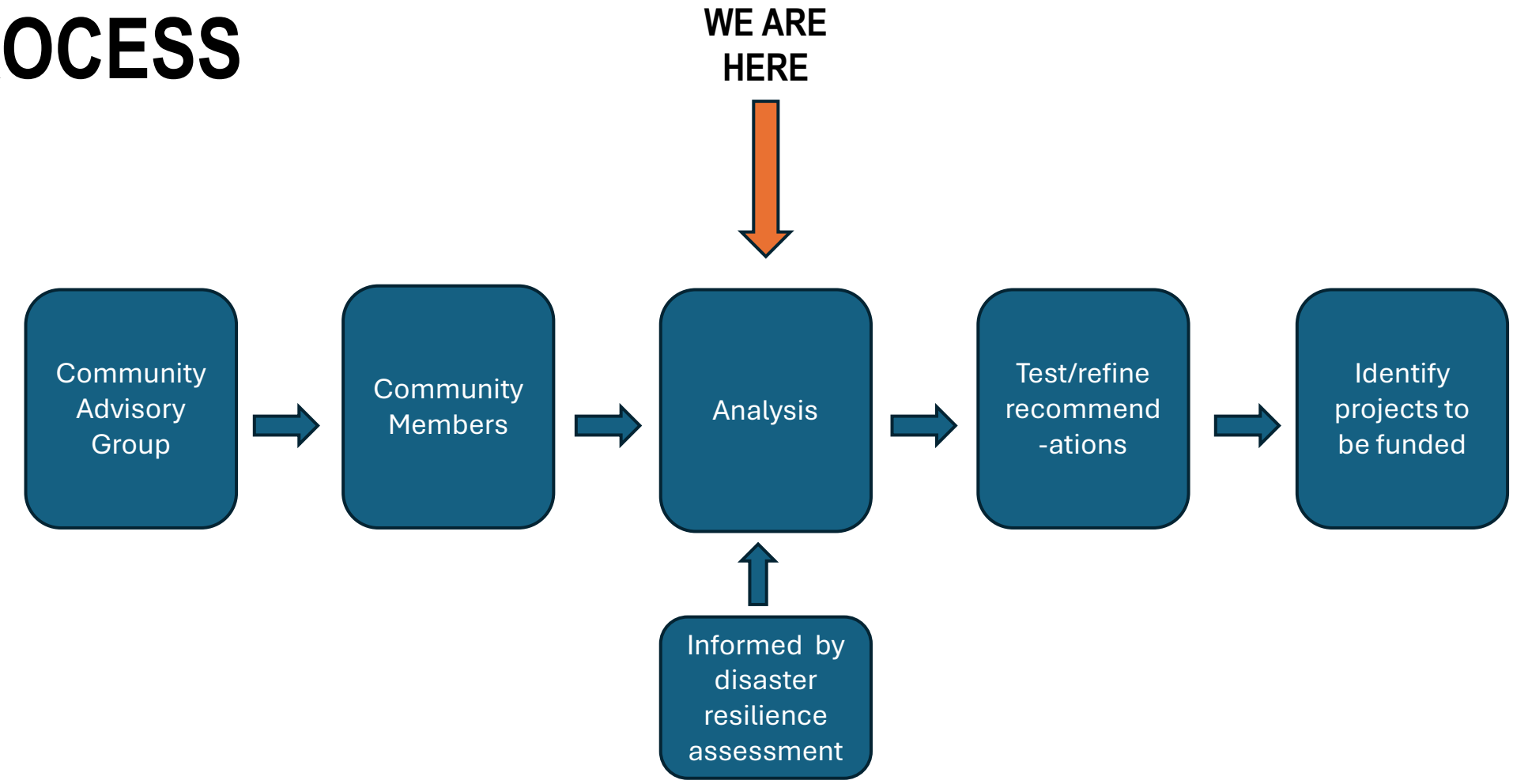
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Strength through community-led action

PROCESS



FIRE to FLOURISH
Strength through community-led action

PROCESS



FIRE to FLOURISH
Strength through community-led action

WHAT IT ISN'T AND WHAT IT IS

IT ISN'T:

- An exercise in finger-pointing and blame
- Focused on agency operations

IT IS:

- Strengths-based
- Something the community can use to make positive changes

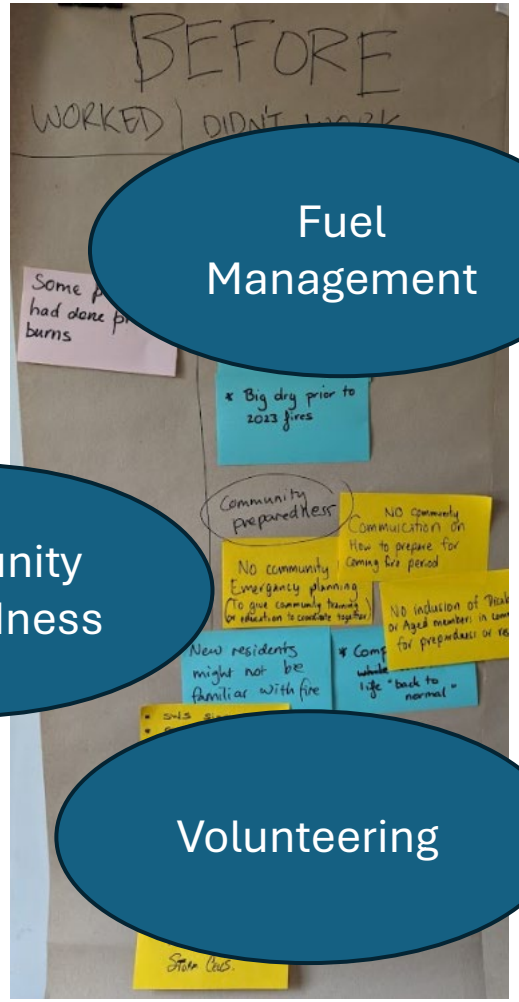
FIRE to FLOURISH
Strength through community-led action

4. INITIAL FINDINGS AND REFLECTIONS

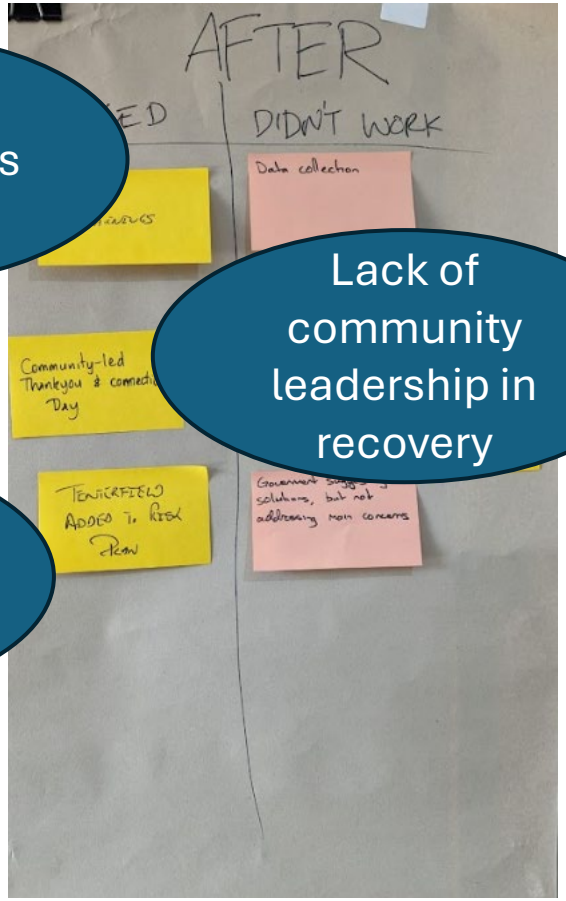


FIRE to FLOURISH
Strength through community-led action

ADVISORY GROUP THEMES







Fuel Management

Food supplies

Community Preparedness

Lack of community leadership in recovery

Response coordination

Volunteering

FIRE to FLOURISH
Strength through community-led action

COMMUNITY STORIES



FIRE to FLOURISH
Strength through community-led action

5. NEXT STEPS

- Work with Community Advisory Group
- Use recommendations to identify projects that can go through a grant funding process
- Assist the Tenterfield community to put in place measurable changes that will improve their bushfire resilience



FIRE to FLOURISH

THANK YOU



FURTHER INFORMATION

Zoë D'Arcy
Adriana Keating

E: zoe.darcy@monash.edu

T: +61 437 469 161



FIRE to FLOURISH

Strength through community-led action

Fire to Flourish is a five-year transdisciplinary program working at the intersection of disaster resilience and community development. In partnership with communities affected by the 2019/20 Australian bushfire season, Fire to Flourish aims to support communities to lead their own recovery, co-create foundations for long-term resilience and wellbeing, and disrupt cycles of entrenched disadvantage. The program will trial and scale innovations in community-led resilience, amplified through partnerships with government, philanthropic, not-for-profit and private sector organisations.

A partnership between:

MONASH University | MONASH SUSTAINABLE DEVELOPMENT INSTITUTE | paul ramsay FOUNDATION PARTNERSHIPS FOR POTENTIAL | ELECTRICAL MERCHANDISING | THE AUSTRALIAN CENTRE FOR SOCIAL INNOVATION

Q&A

Please submit your questions to Slido.

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Sharing lessons management in Africa

Christine Miller

B4Crisis

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Sharing lessons management in Africa









Chris Miller

Consultant, Emergency & Business Continuity Manager
B4Crisis

National President, Australasian Institute of Emergency Services (AIES)

A.I.E.S. Australasian Institute of Emergency Services

4Crisis

Building resilient businesses

A joint AFAC and AIDR event

Lessons Management Forum 2024

29 May 2024

Agenda

- QPOL, the World Bank and the Kingdom of eSwatini
- Health Emergency Management
- OILL to eSwatini health; Lessons Management, a ‘work in progress’

Health emergency management

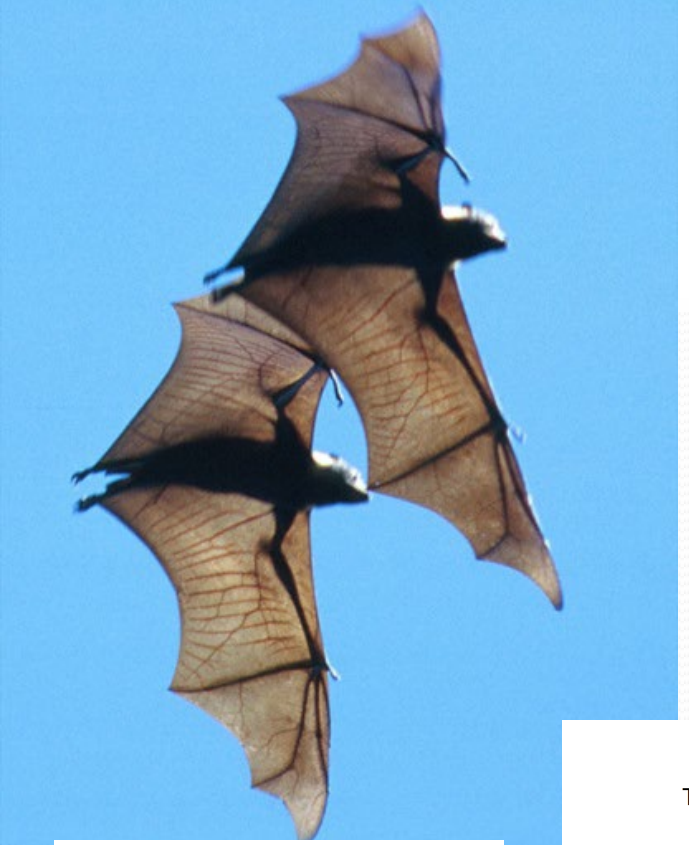
AIDS/HIV, needle & springe programs & Hepatitis B vaccinations – mid-1980s for QPOL





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Building resilient businesses



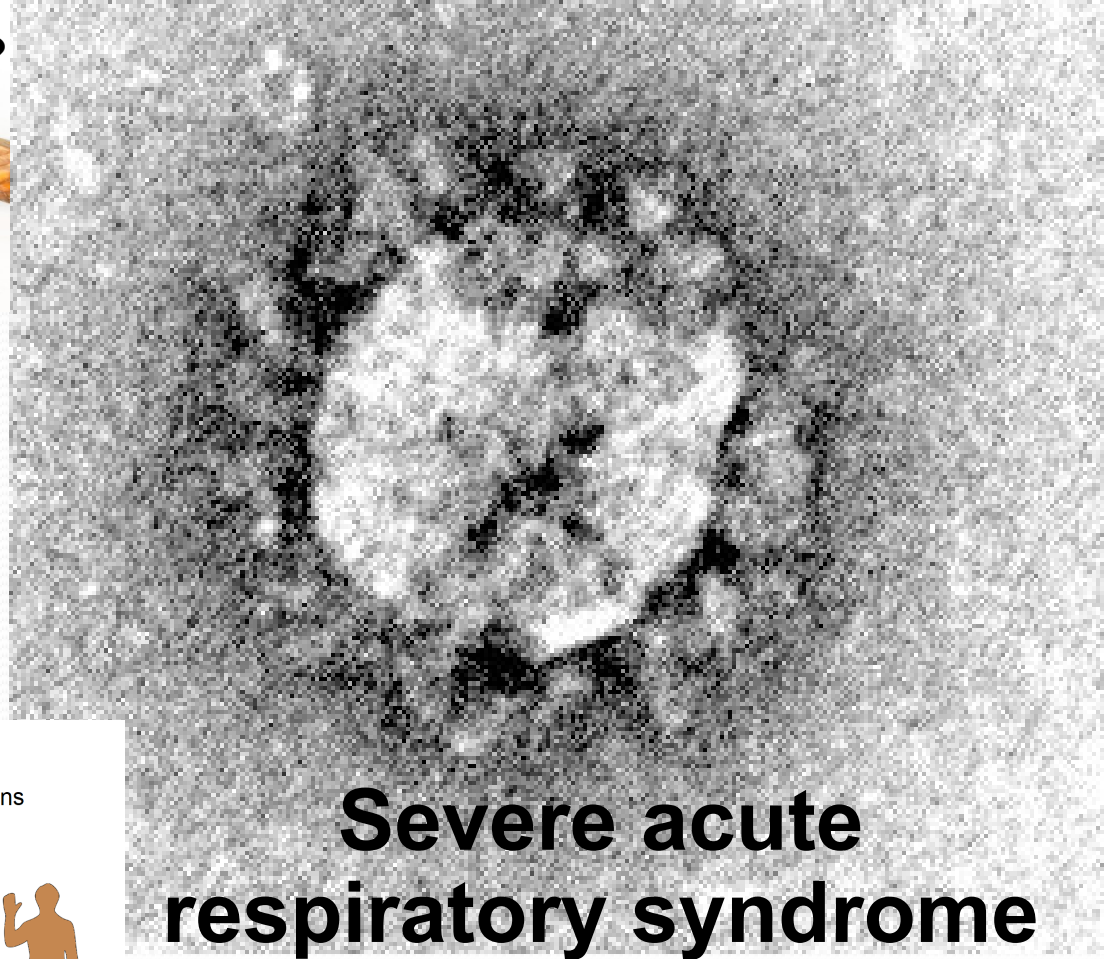
Asian *Rhinolophus* bats



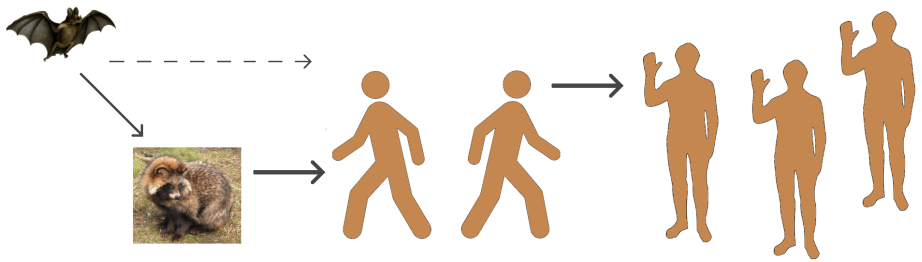
Pangolin source of SARS-COV-2?



A Civet cat



Transmission of SARS-CoV-1 from mammals as biological carriers to humans



Severe acute respiratory syndrome coronavirus (SARS) 2002-2004 (SARS-CoV-1)

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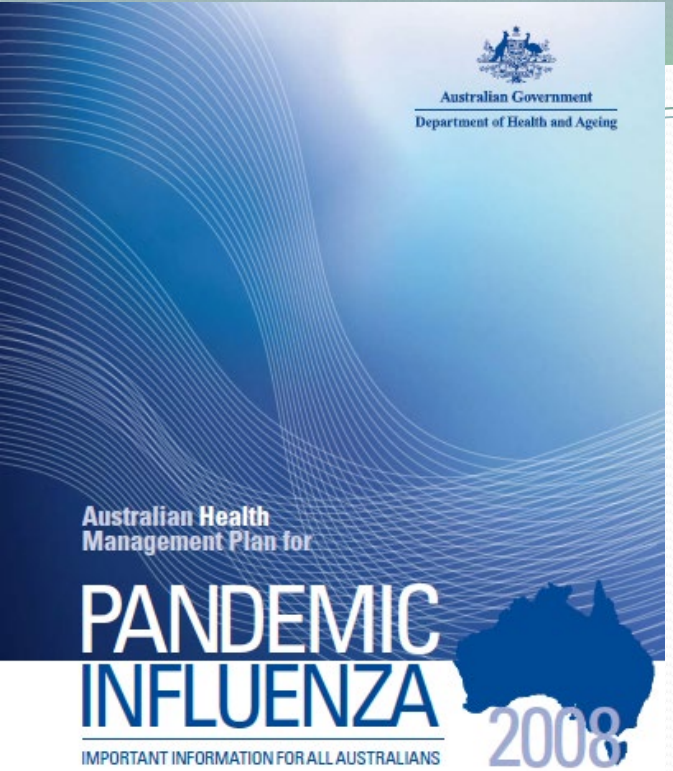
Building resilient businesses

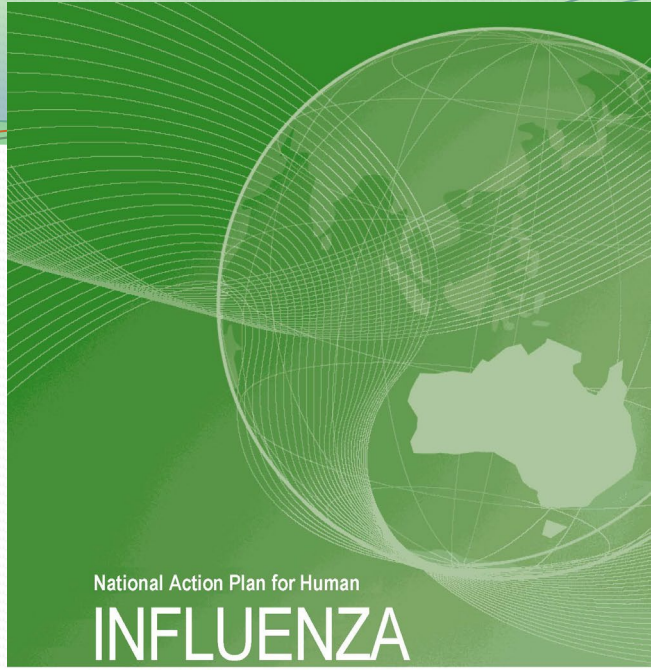
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Australian Health Management Plan for Pandemic Influenza (AHMPPI) National Action Plan for Human Influenza Pandemic (NAP-HIP) & Stockpiling

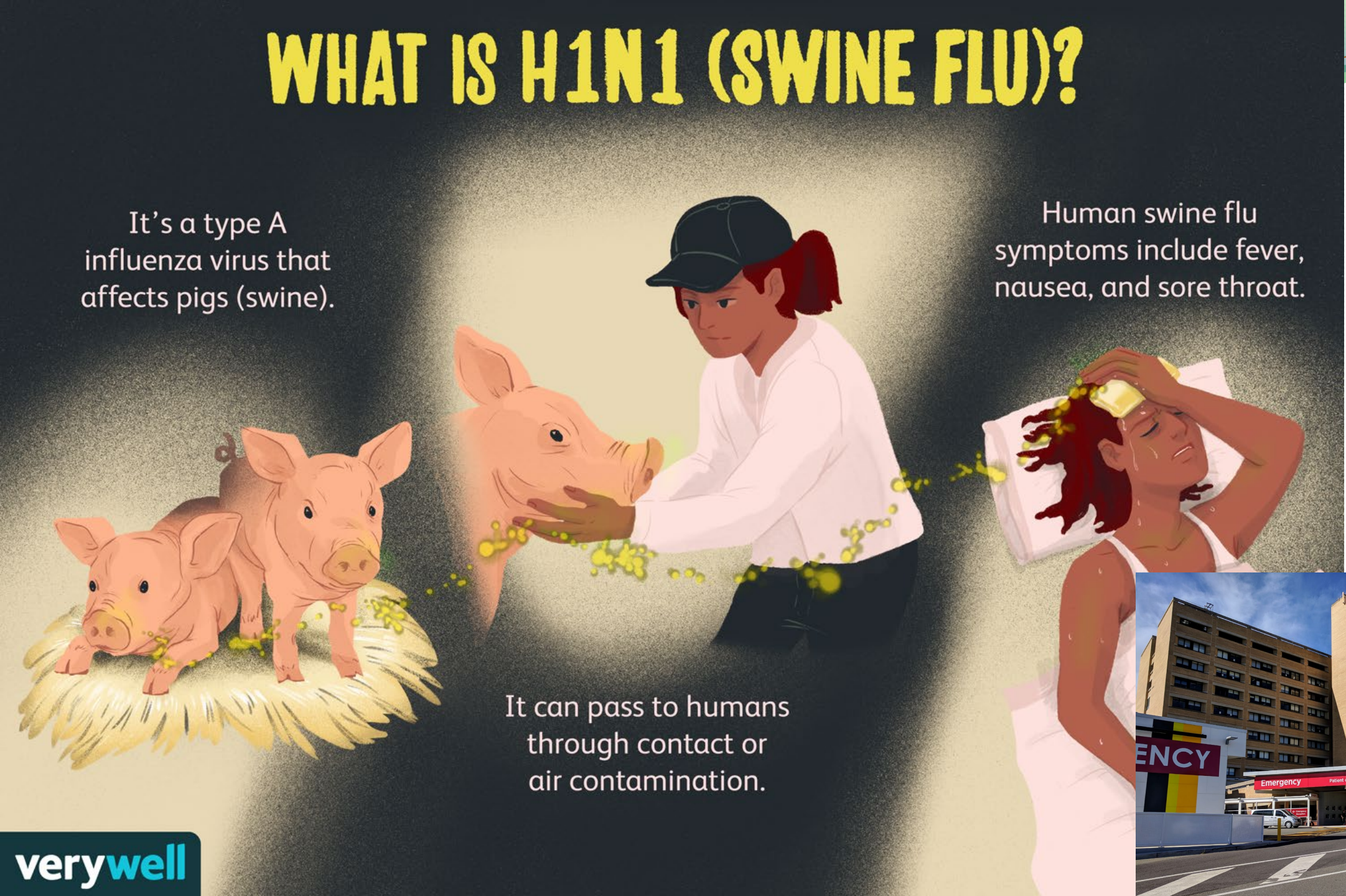












2009-2010 Swine Flu pandemic at ACT Health





and its updated version on 18 February 2020 became





Thanks, Professor Adam Kamradt-Scott,

now Dr Jiang Yanyong Visiting Professor of Global Health Security, Harvard T.H. Chan School of Public Health, Boston, MA

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WORLD BANK GROUP
Health, Nutrition & Population

HEPR HEALTH EMERGENCY PREPAREDNESS & RESPONSE UMBRELLA PROGRAM

Health Emergency Preparedness and Response (HEPR) Umbrella Program, a World Bank Trust Fund with Australian, German & Japanese Governments contributing USD$116.93M

Managed by
WORLD BANK GROUP

In partnership with

JAPANGOV
THE GOVERNMENT OF JAPAN

Australian Government
Department of Foreign Affairs and Trade

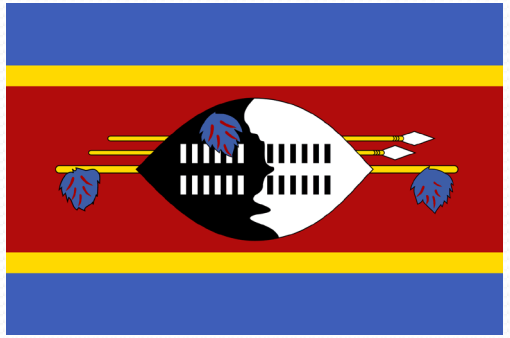
Federal Ministry
for Economic Cooperation
and Development

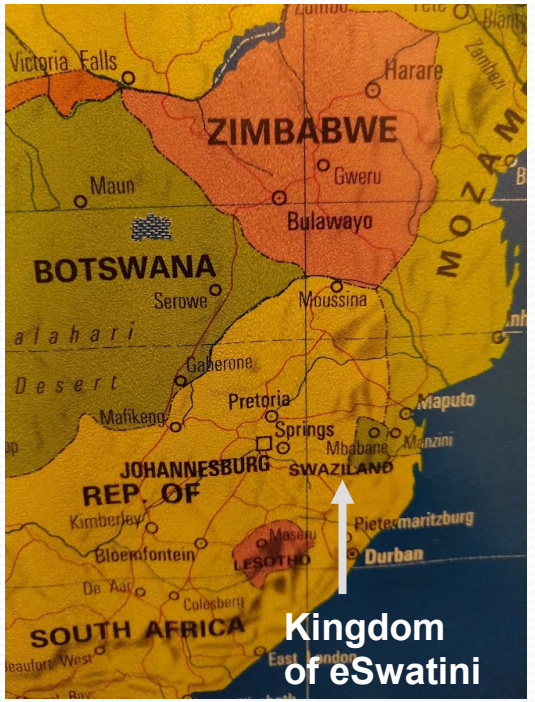
HEPR-TF in Timor Leste & eSwatini



Invested USD$3M in eSwatini Preparedness; investing USD$3M in Timor Leste's Preparedness and USD$2M in Response







Source: https://www.worldbank.org/en/topic/health/brief/health-emergency-preparedness-and-response-hepr-umbrella-program

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World Health Organization (WHO) funding Intra-Action Reviews (IARs) in low and middle income countries. eSwatini has participated in 2 IARs to capture COVID pandemic lessons before forgotten.

Planned
Conducted
No data

May 2022 – first in country mission to eSwatini

1) Meeting their "4 am friends" – trying to assess the level of collaboration & coordination?

Marlene Dietrich before David Parsons ESM FAIES, a National Director and President, AIES NSW AIES

2) Previous SIMEX experience - variable







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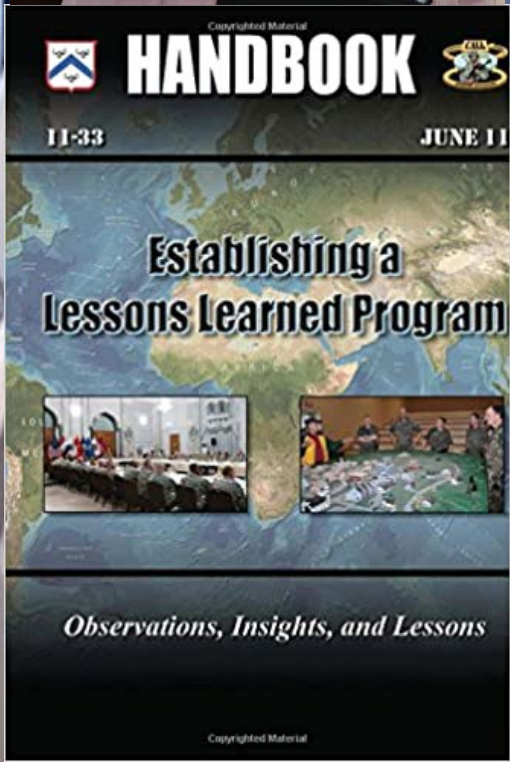
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Sharing OILL to improve LM, May 2022







Using OILL differently?

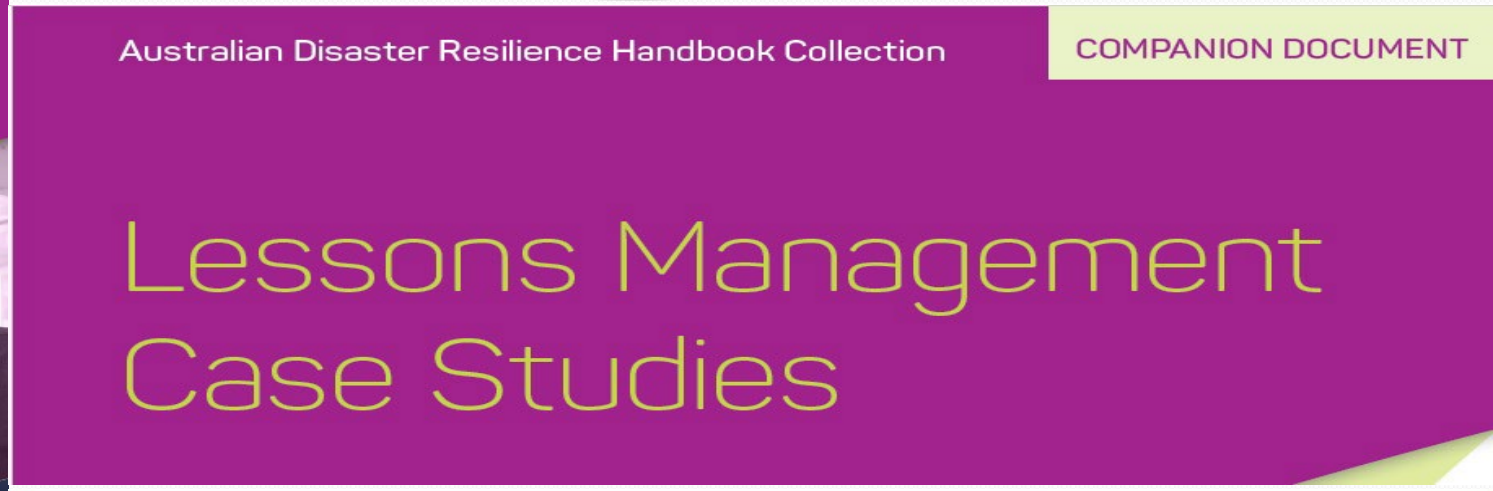
- Retrospectively & prospectively
- Planning workshop – structured thinking, report backs in plenaries, moving into next steps, activities & implementation plans

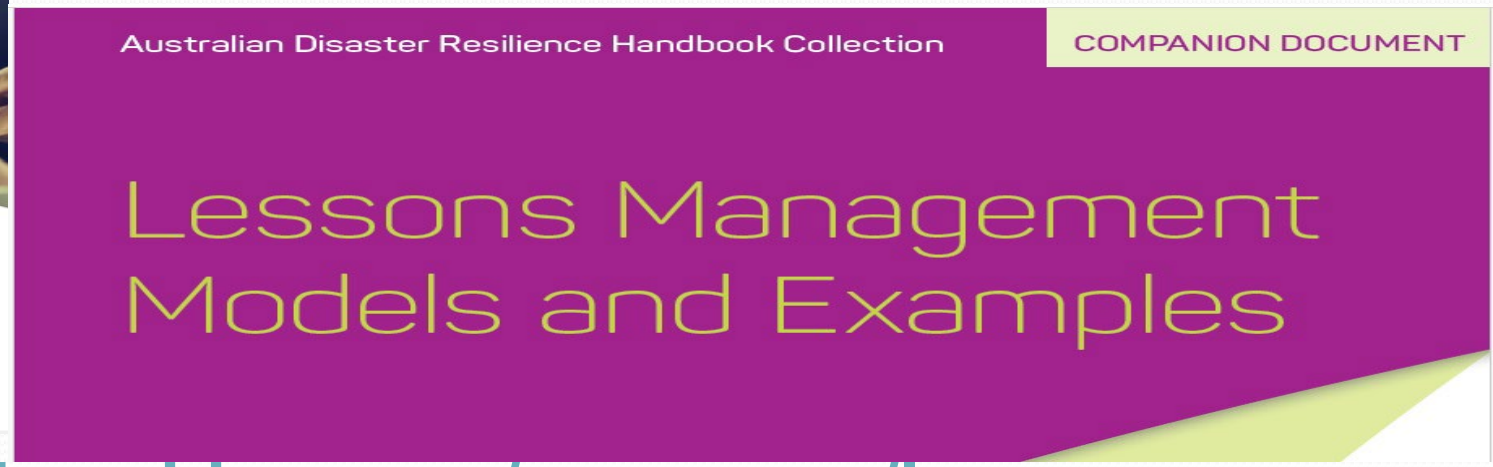
OILL Example 1 – a cat

- Observation – as I drove here this morning,
  I saw a cat sitting on the side of the road
- Insight – this cat could run in front of my car
- Lesson Identified – keep cats confined
  to their yards to avoid accidents
- Lesson Learned – implement legislation for owners
  to confine their cats to their yards

Free resources







https://knowledge.aidr.org.au/resources/lessons-management-handbook/

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OILL Example 2 – Cholera outbreak – near miss

- Observations – 2 confirmed cholera cases, April 2023
https://reliefweb.int/report/zambia/weekly-regional-cholera-bulletin-19-february-2024-data-reported-18-february-2024
- Insights – 'imported' cases, not locals
- Lesson Identified – Plans worked
but could do some things better next time
- Lessons –
  - ❖ Reviewed plans, then held a Tabletop SIMEX (July 2023)
  - ❖ Shared updated plans, new procedures and insights with all frontline health sector staff in eSwatini

Moving from TTX to FSX - 1



DAY 2 Briefing at Piggs Peak

DAY 1 Matsamo Formal Border – Inject 1B













Moving from TTX to FSX - 2







Moving from TTX to FSX - 3
= managing OILL 'on steroids'



EMT, Site Teams & Partners



Post SIMEX Debrief–WR, MOH and Partners

Initial oral briefing and written report, the morning after ENDEX



Lungile Siphelele Sansile Hlatshwayo (left) & Marjorie Mavuso (right)

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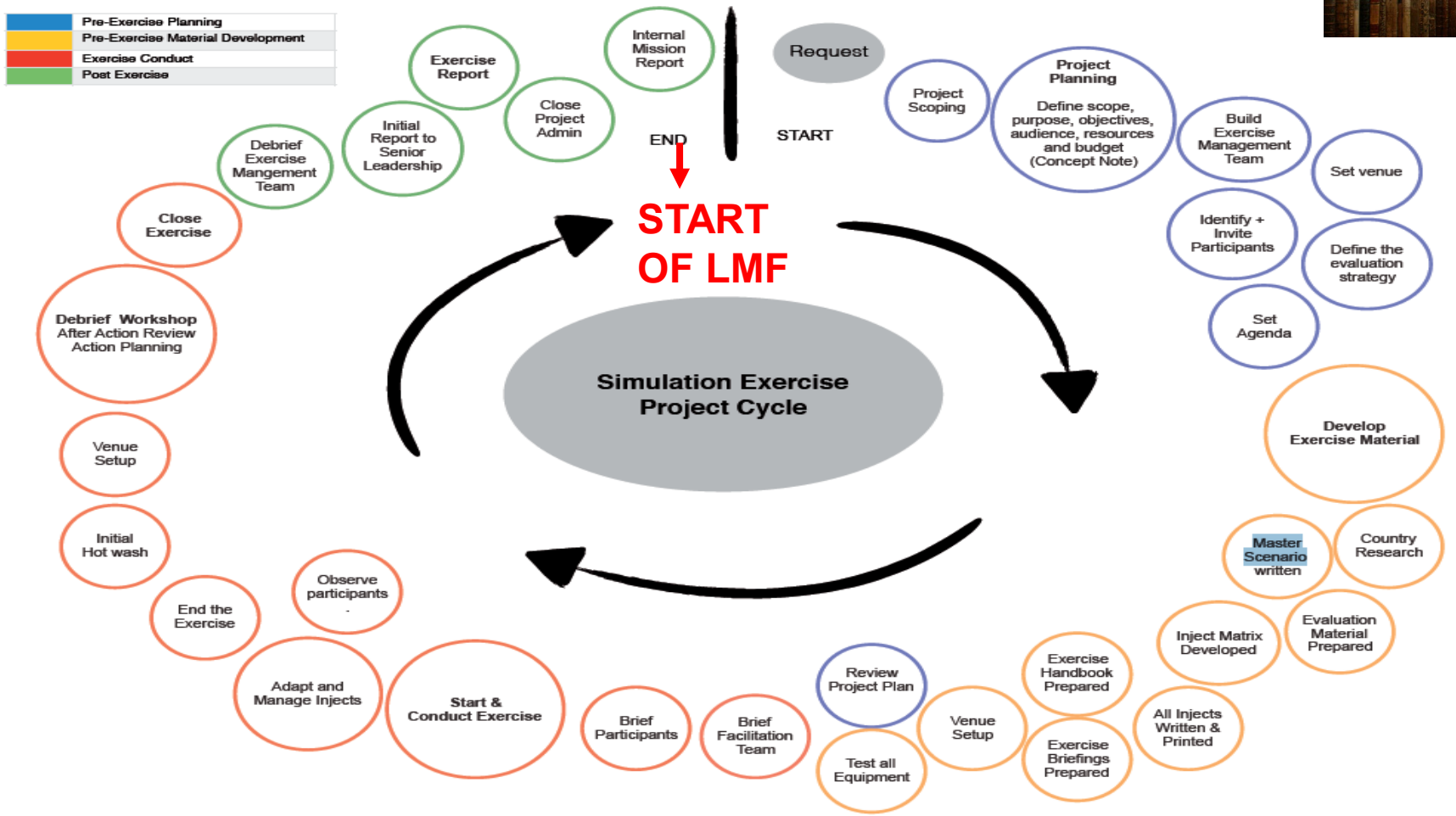
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Simulation Exercises do not finish with a report



Fig. 1. **Example of an exercise project cycle for a functional exercise**



Observations & Insights?

- Continuing to share LMF with E-MoH
  - Informally, many times
  - Formally, several times
  - Implementation?
- Moving beyond the Eswatini Ministry of Health to whole of Eswatini Emergency Management through National Disaster Management Agency (NDMA)
- Eswatini, Lesotho and elsewhere in Southern Africa?

Left to right – Dr Joseph; Dr Masitsela (Patrick) Mhlanga; Chris Miller; and Lungile Siphelele Sansile Hlatshwayo







Ziyanda N Ginindza
Eswatini Ministry of Health MoH Emergency Preparedness & Response (EPR)

Always open to questions & discussion



Chris Miller
+61 416 113 250
chris@b4crisis.com.au
https://www.linkedin.com/in/chrismillerb4crisis/

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Q&A

Please submit your questions to Slido.

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Lunch break

We will recommence at 1.15pm Adelaide time.

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Mainstreaming Emergency Management Lessons into Exercising: A Process Development Initiative

Lee Dalgleish and Tim Lewis-Nicholson

Emergency Management Victoria

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Mainstreaming emergency management lessons into exercising

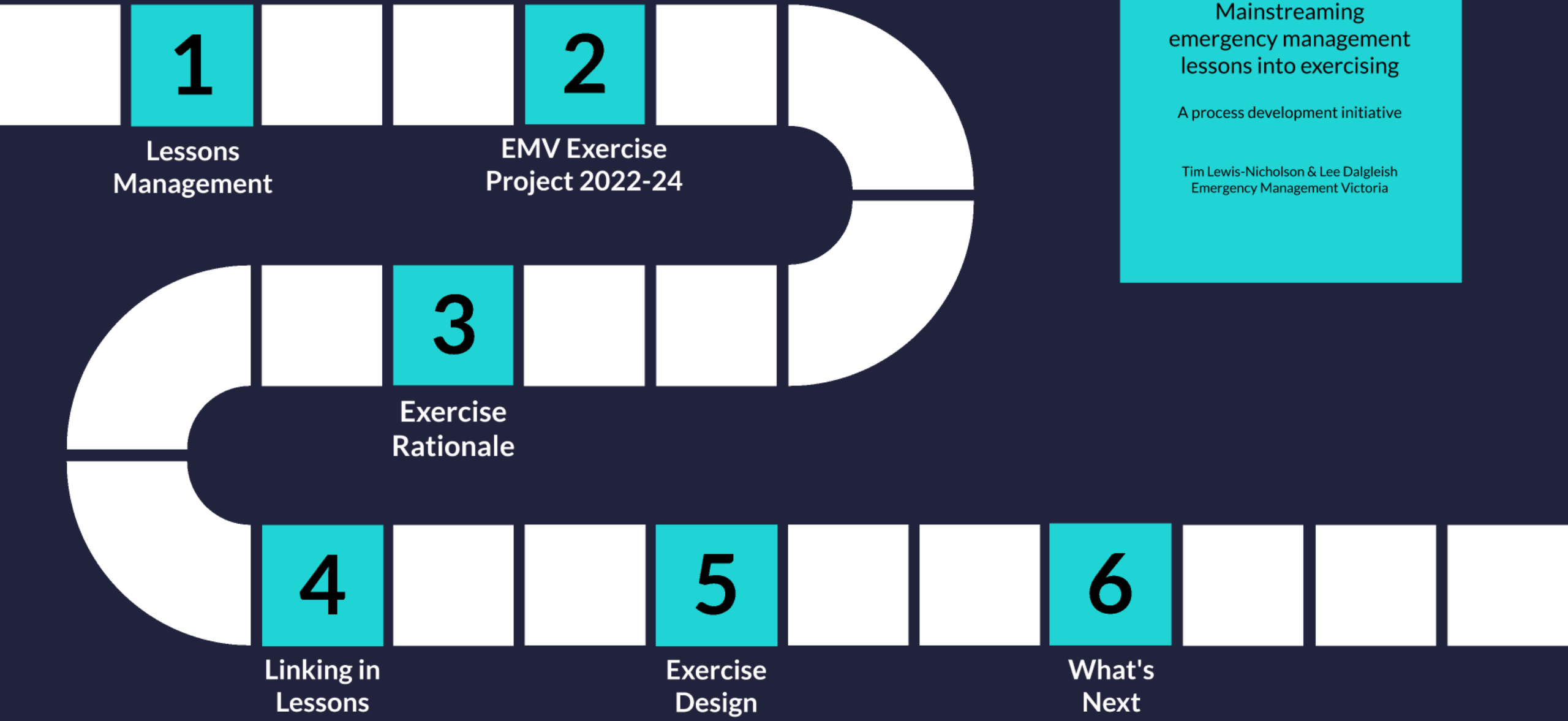
A process development initiative

Tim Lewis-Nicholson & Lee Dalgleish
Emergency Management Victoria

Mainstreaming emergency management lessons into exercising

A process development initiative

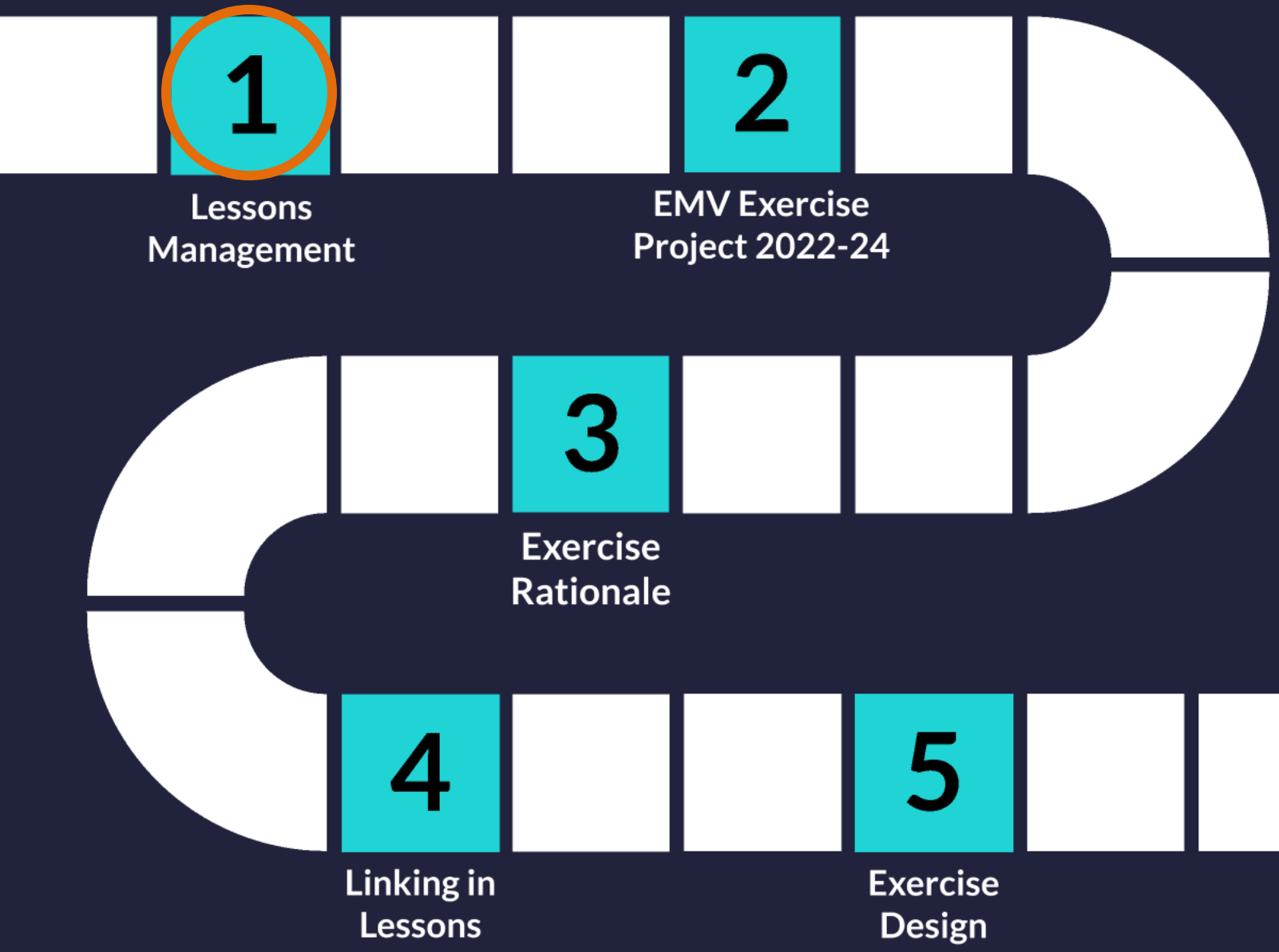
Tim Lewis-Nicholson & Lee Dalgleish
Emergency Management Victoria



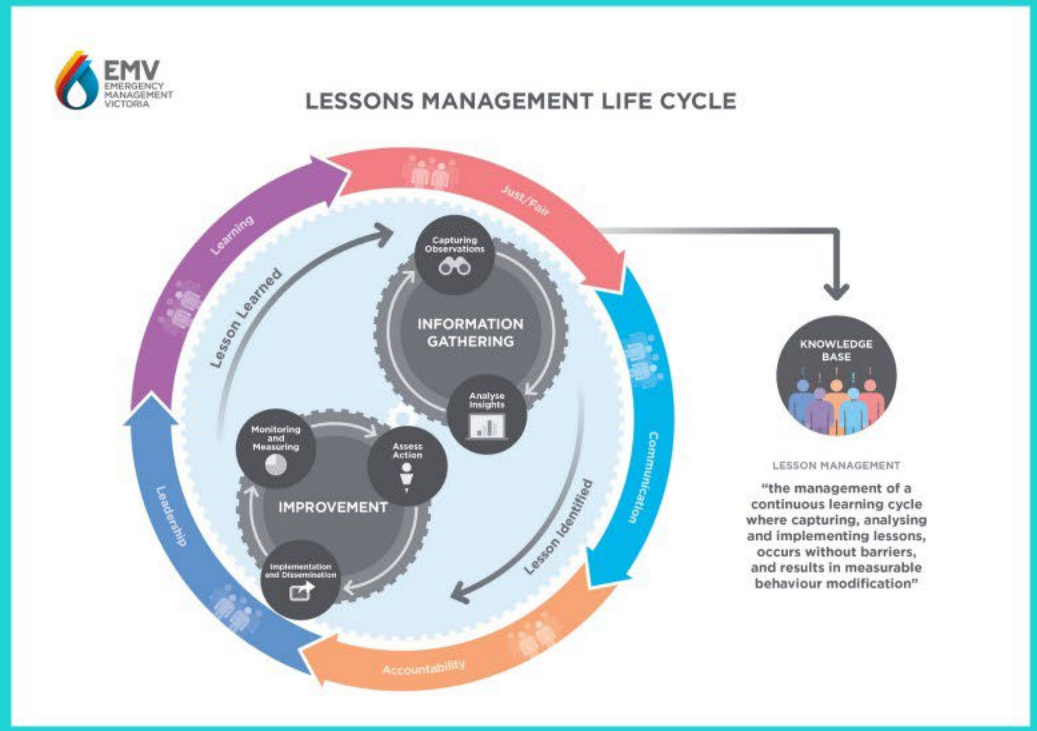
Mainstreaming emergency management lessons into exercising

A process development initiative

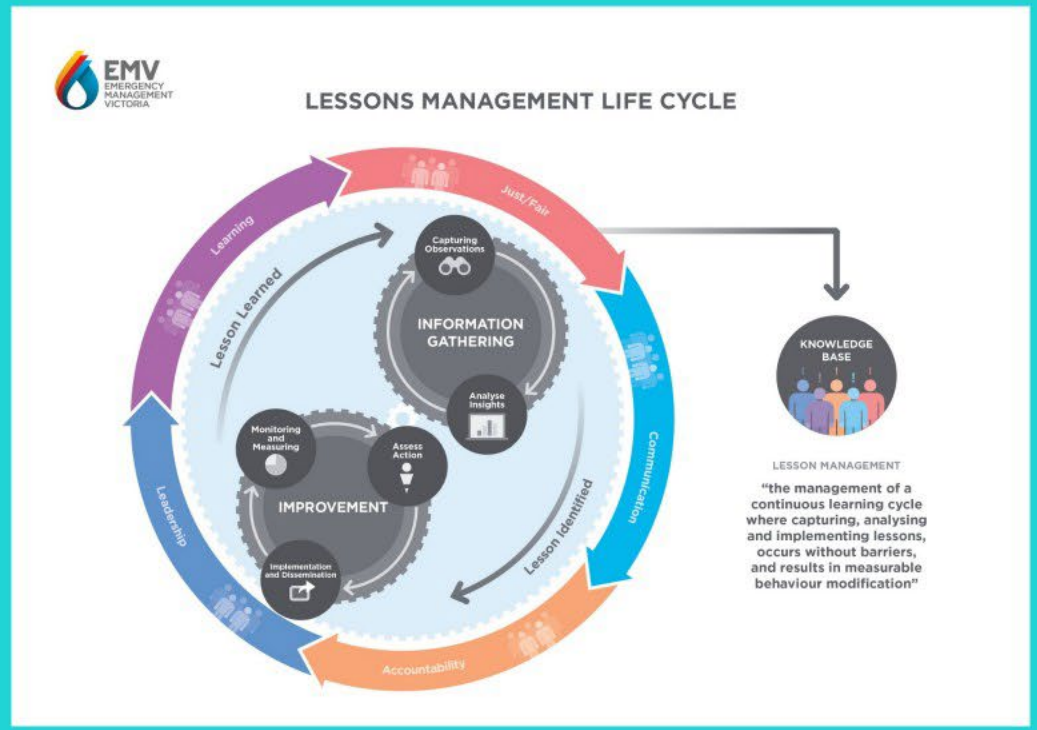
Tim Lewis-Nicholson & Lee Dalgleish
Emergency Management Victoria



Lessons Management in Victoria

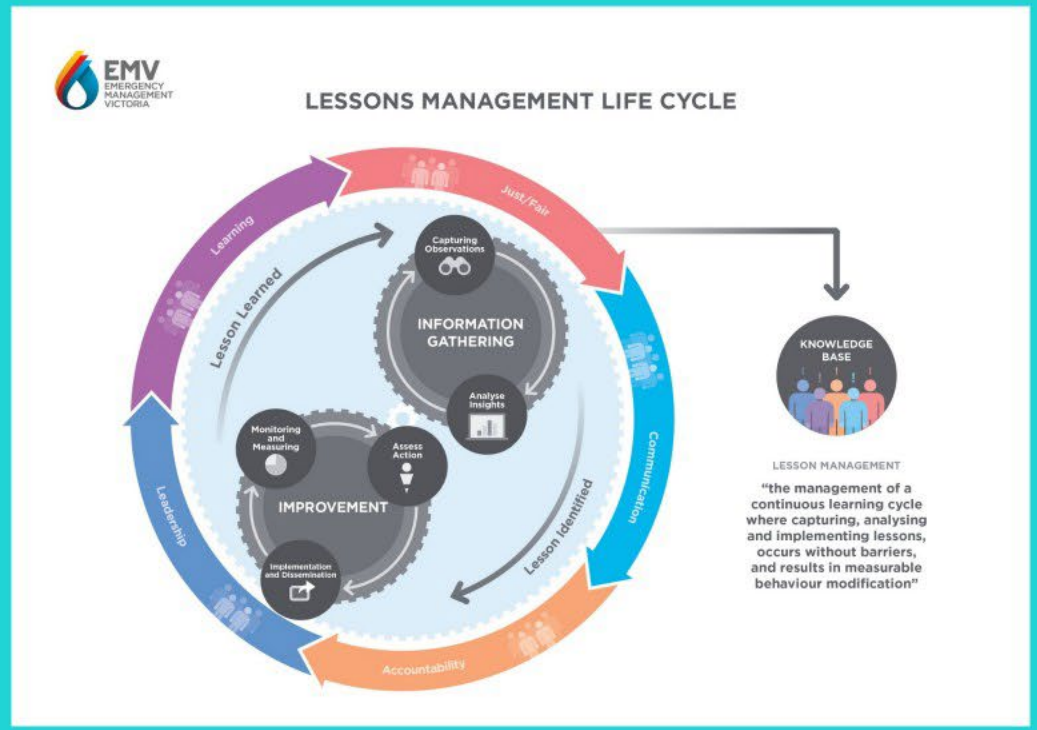


Lessons Management in Victoria



EM-LEARN Framework

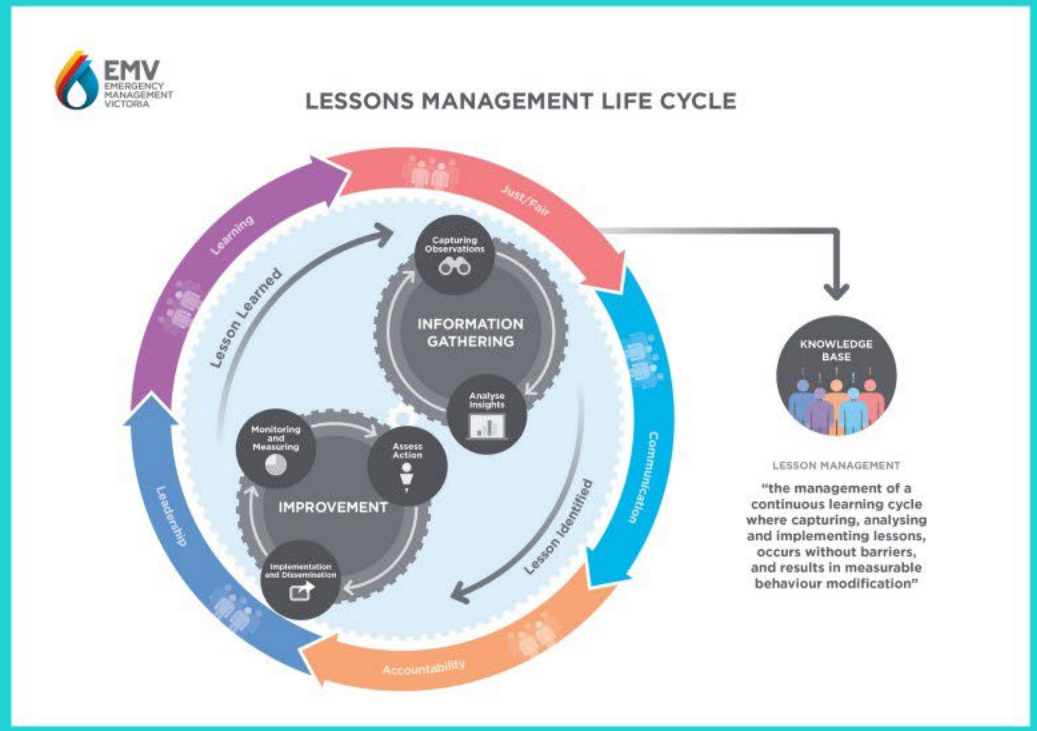
Lessons Management in Victoria



EM-LEARN Framework

State Lessons & Evaluation

Lessons Management in Victoria



EM-LEARN Framework

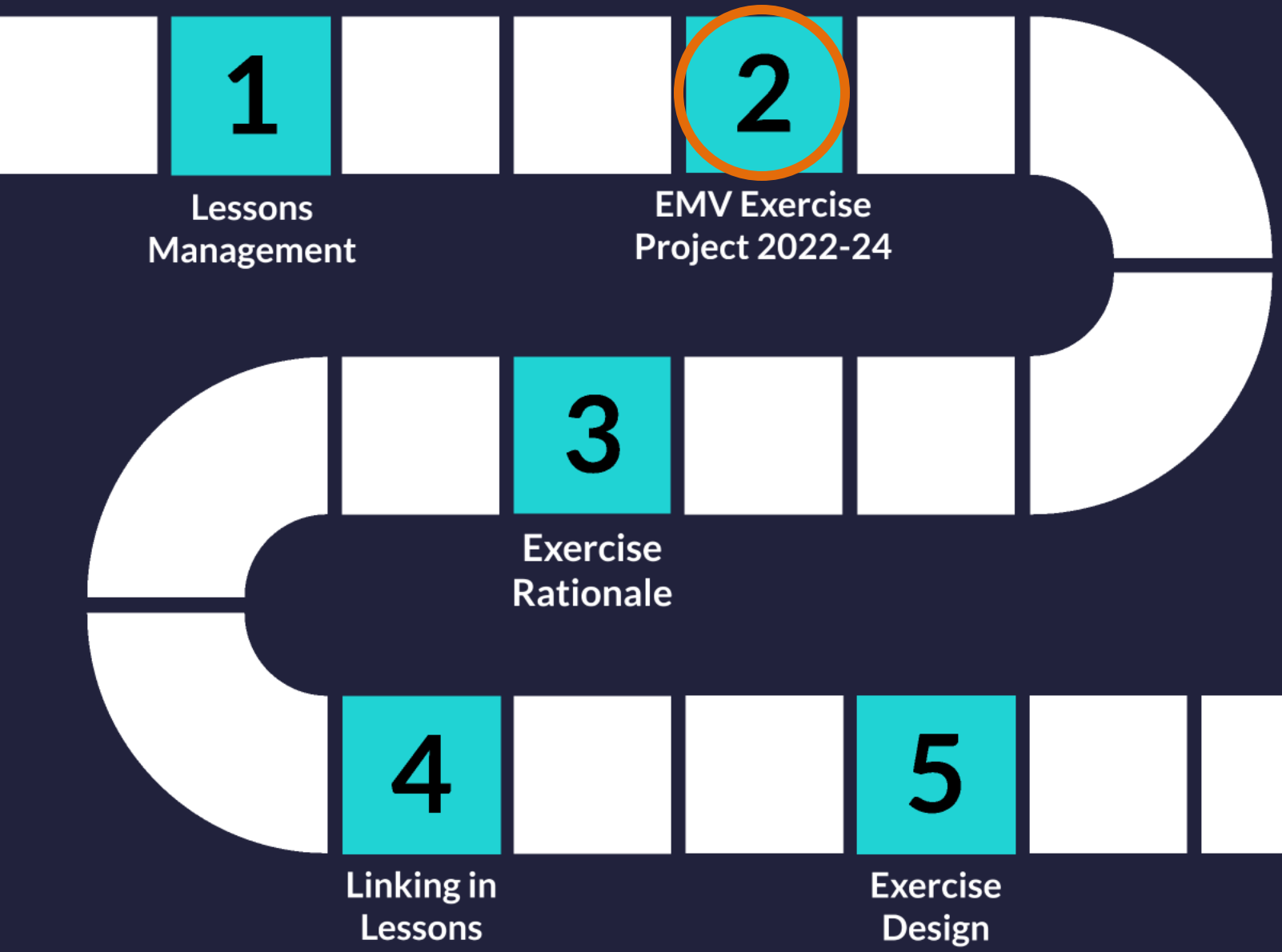
State Lessons & Evaluation

State Review Team

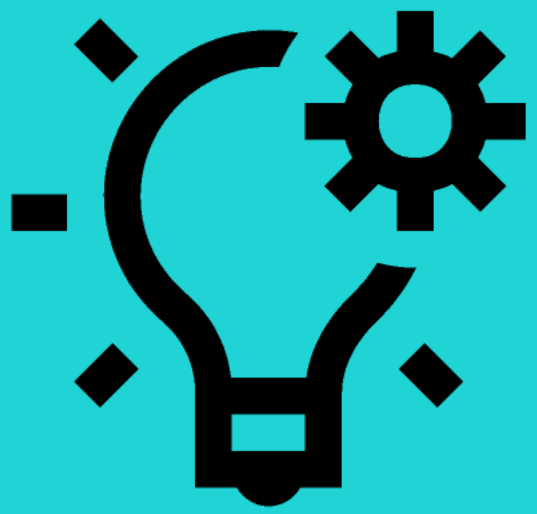
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Emergency Management Victoria



EMV Emergency Management Plan Exercise Project 2022-2024



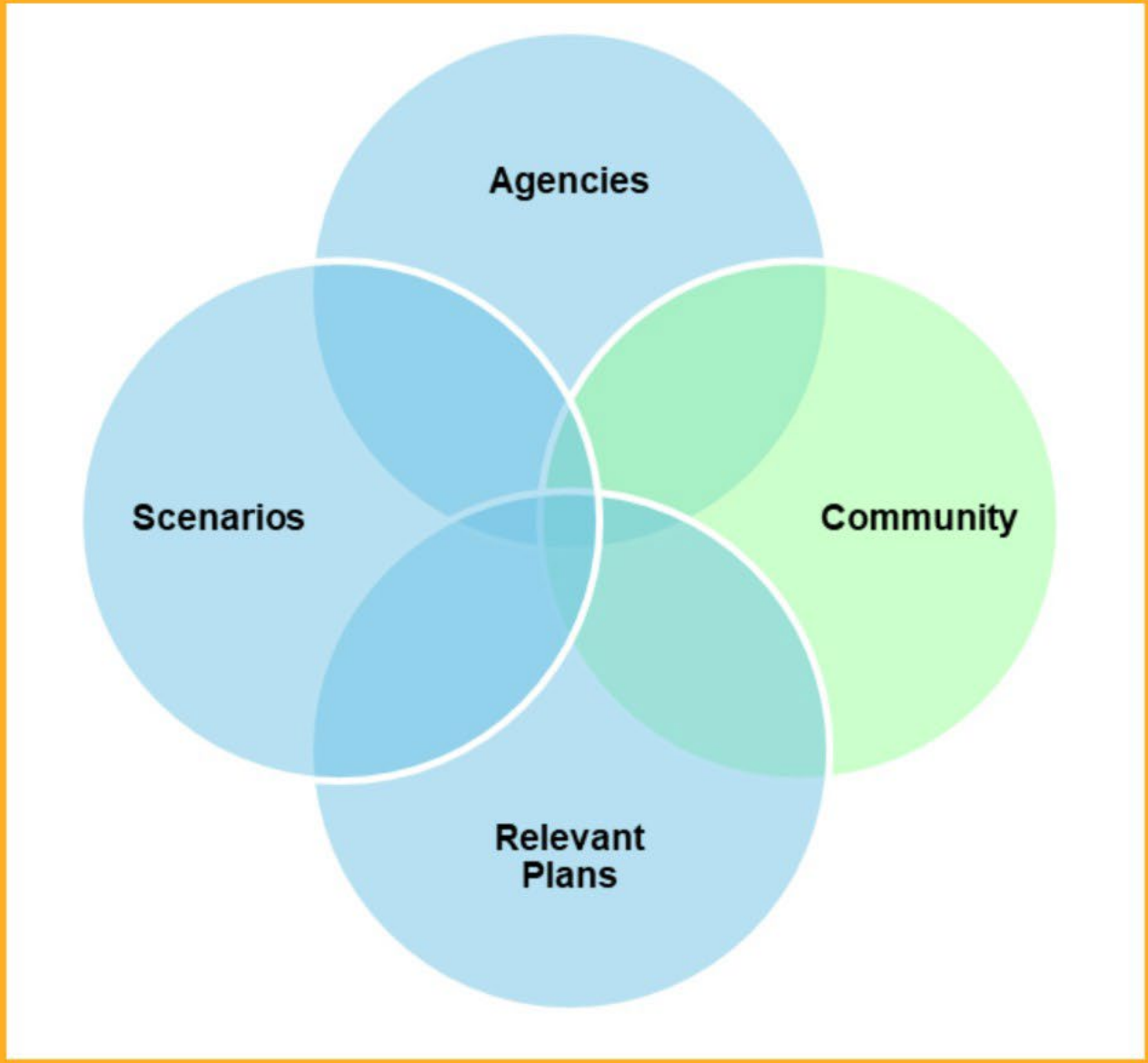
Project Overview

Unique Exercise Project

- Victorian 2019 / 2020 Fires
- Victorian Inspector-General for Emergency Management (IGEM) recommendations

Unique Exercise Project

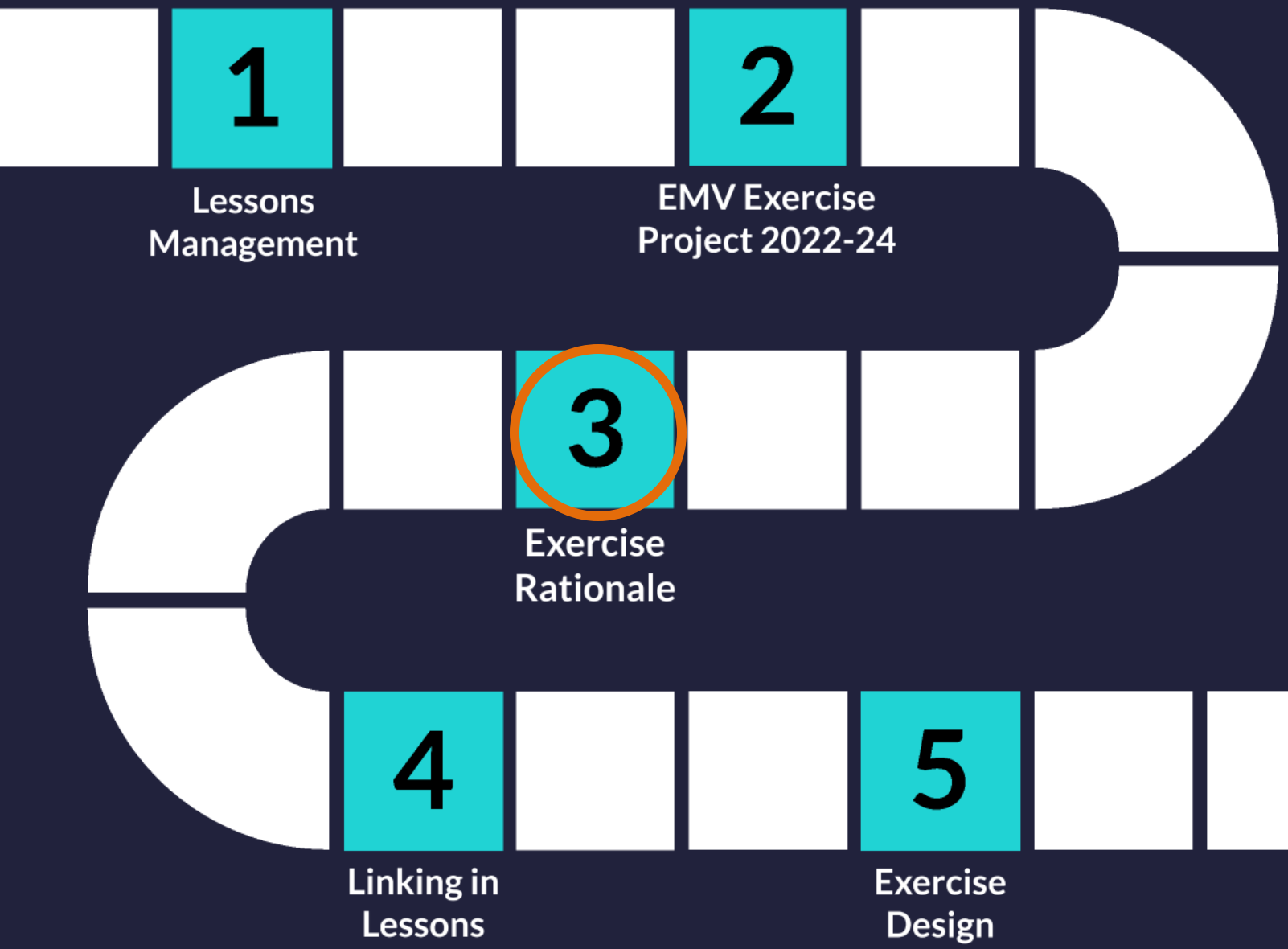
- Victorian 2019 / 2020 Fires
- Victorian Inspector-General for Emergency Management (IGEM) recommendations



Mainstreaming emergency management lessons into exercising

A process development initiative

Tim Lewis-Nicholson & Lee Dalgleish
Emergency Management Victoria



Exercise Concept



Exercise 4

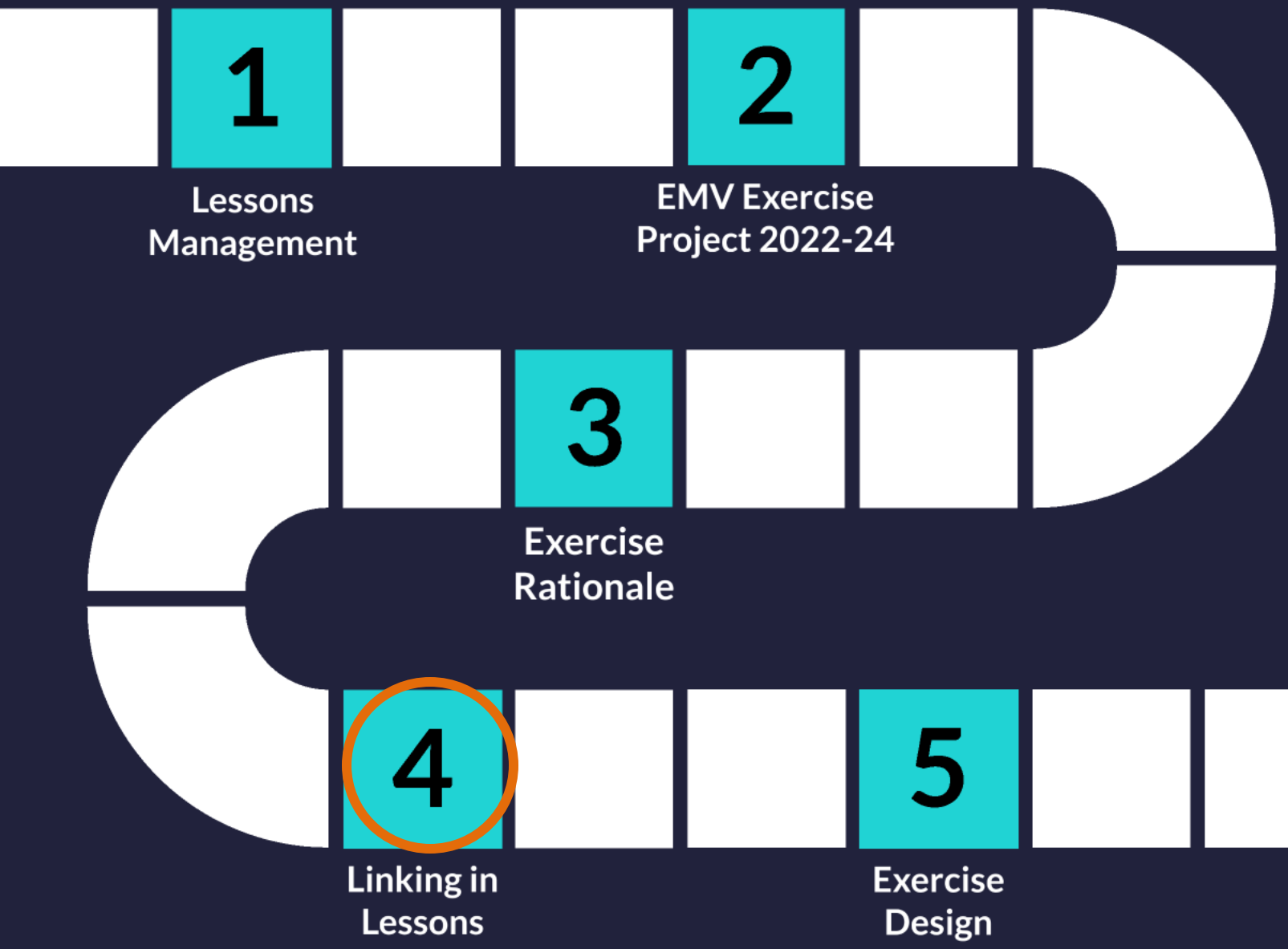
Exercise 4 Concept



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Emergency Management Victoria



Linking in Lessons



The emergency






ROAD CLOSED


ROAD CLOSED


ROAD CLOSED


ROAD CLOSED



Linking in Lessons



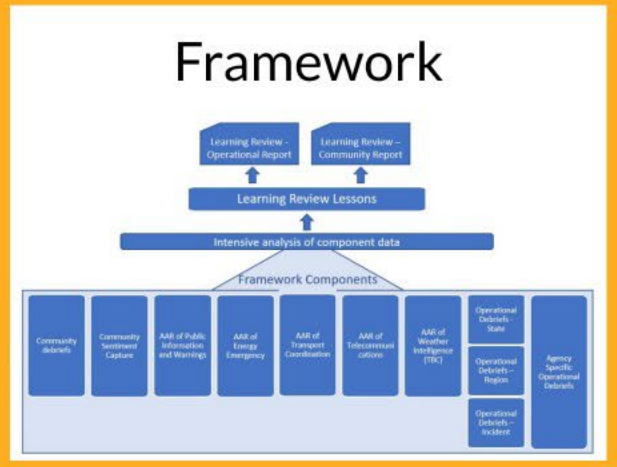
The emergency



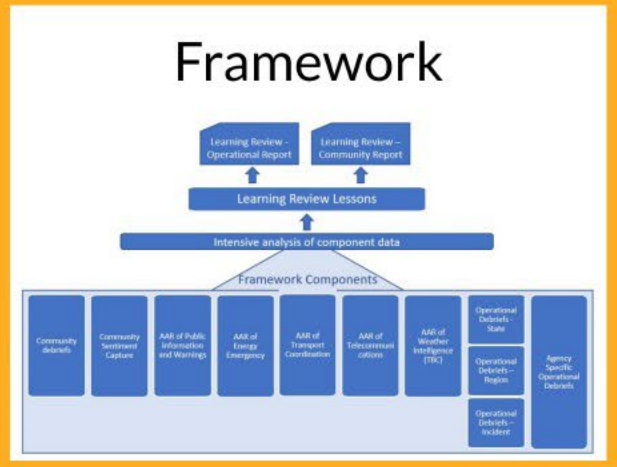
Coordinated Learning Review



Coordinated Learning Review

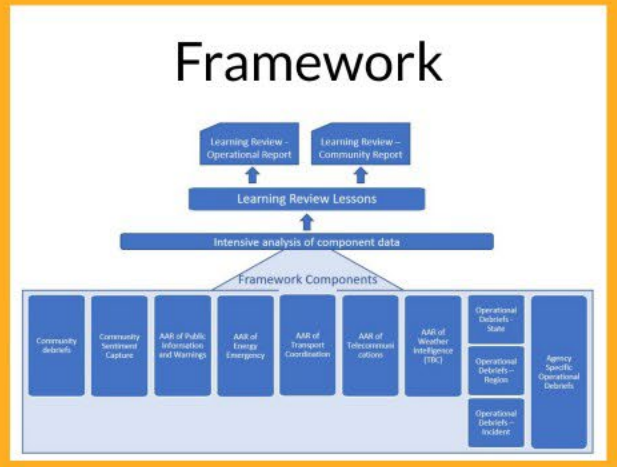


Coordinated Learning Review





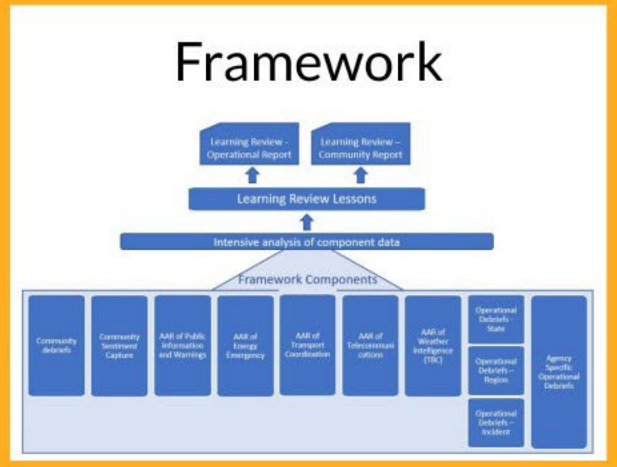
Coordinated Learning Review







Coordinated Learning Review

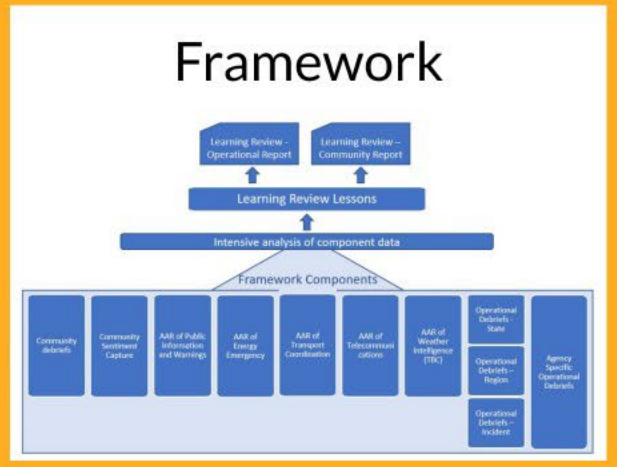








Coordinated Learning Review











Linking in Lessons



The emergency



Coordinated Learning Review

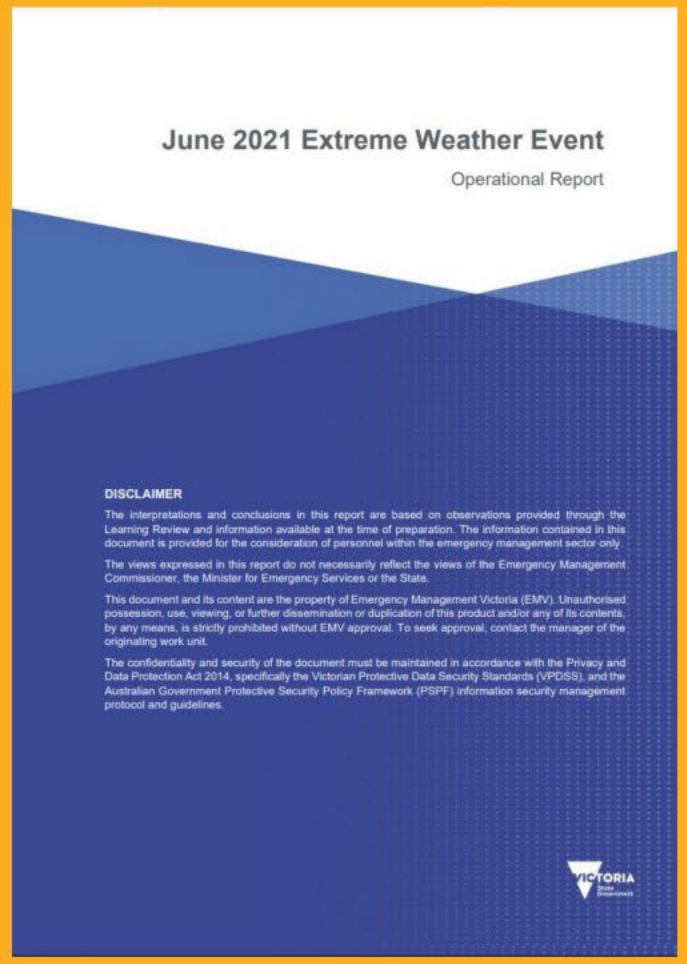


Lessons



Coordinated Learning Review Outputs

Operational Report



Community Report



Lessons Identified

in the 2021 June Extreme Weather Event Coordinated Learning Review



Lessons Identified

in the 2021 June Extreme Weather Event Coordinated Learning Review



Lessons Identified

in the 2021 June Extreme Weather Event Coordinated Learning Review



Remove technical & niche lessons

Lessons Identified

in the 2021 June Extreme Weather Event Coordinated Learning Review



Remove technical & niche lessons

Community & agency relevance

Lessons Identified

in the 2021 June Extreme Weather Event Coordinated Learning Review



Remove technical & niche lessons

Community & agency relevance

Spread of key themes

6 Lessons Identified

for the exercise

The community and emergency management agencies were impacted by power and telecommunication outages throughout the event

(LES0000133)

Communicating with impacted communities

(LES0000134)

Utilising additional channels for when there is no power or telecommunications

(LES0000143)

Establishment and operational challenges delayed the success of relief centres

(LES0000159)

Integrate local information into community messaging

(LES0000163)

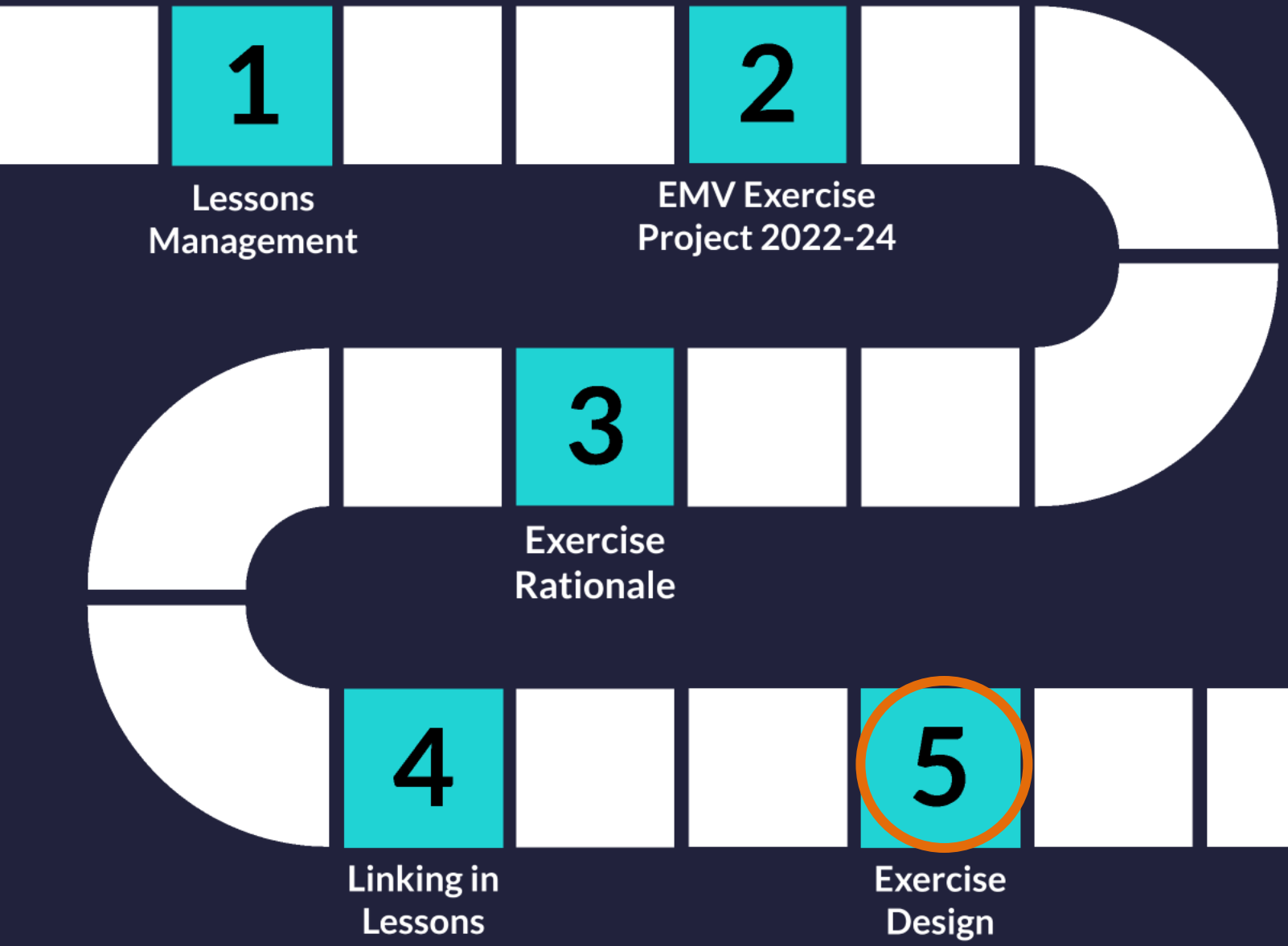
Community preparation for an extreme weather event

(LES0000136)

Mainstreaming emergency management lessons into exercising

A process development initiative

Tim Lewis-Nicholson & Lee Dalgleish
Emergency Management Victoria

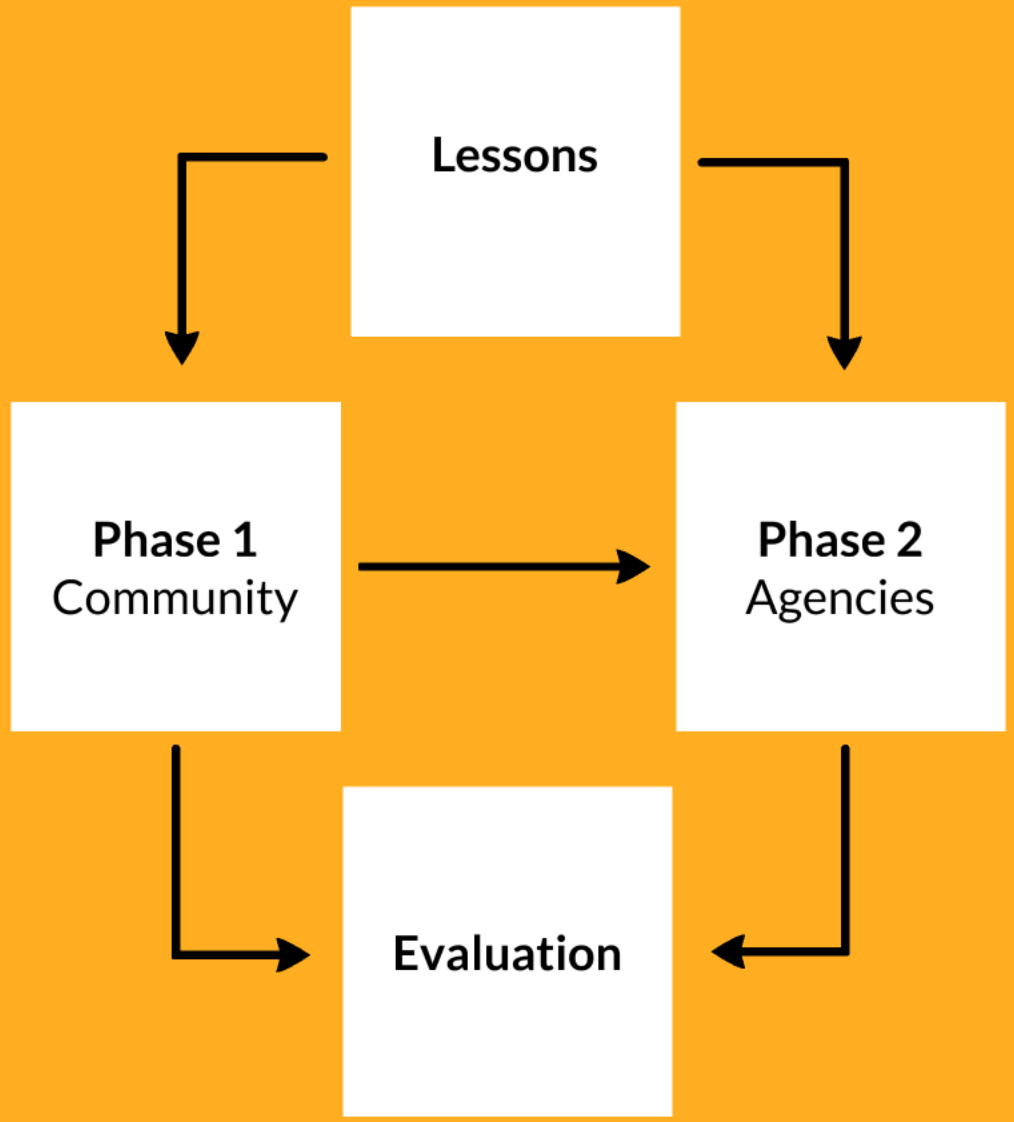


Embedding Lessons



Relevance

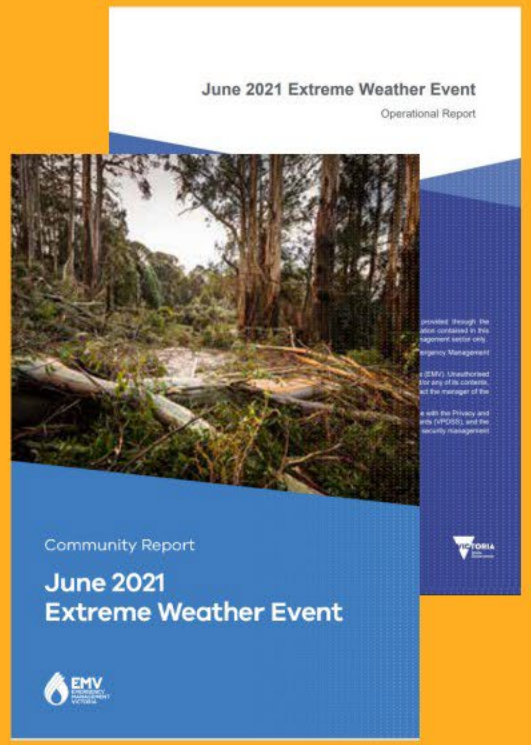
Embedding Lessons into Exercise Structure

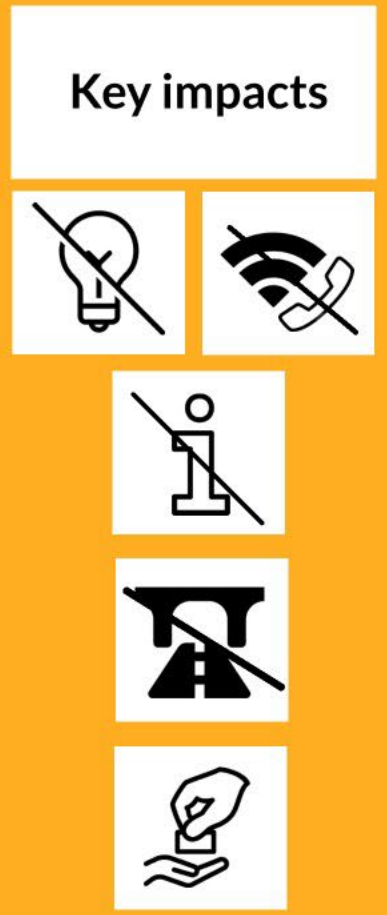


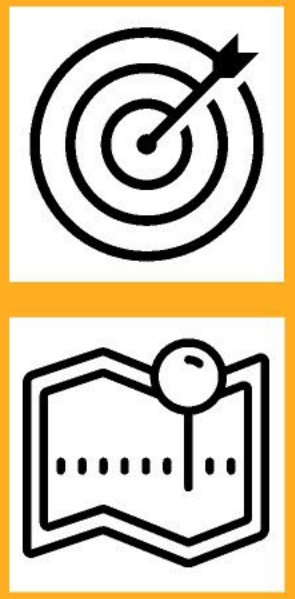
Embedding Lessons into Exercise Structure



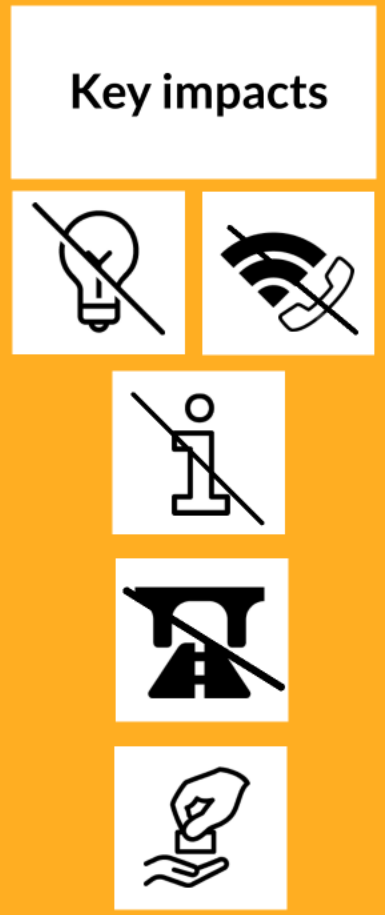
Using the Lessons



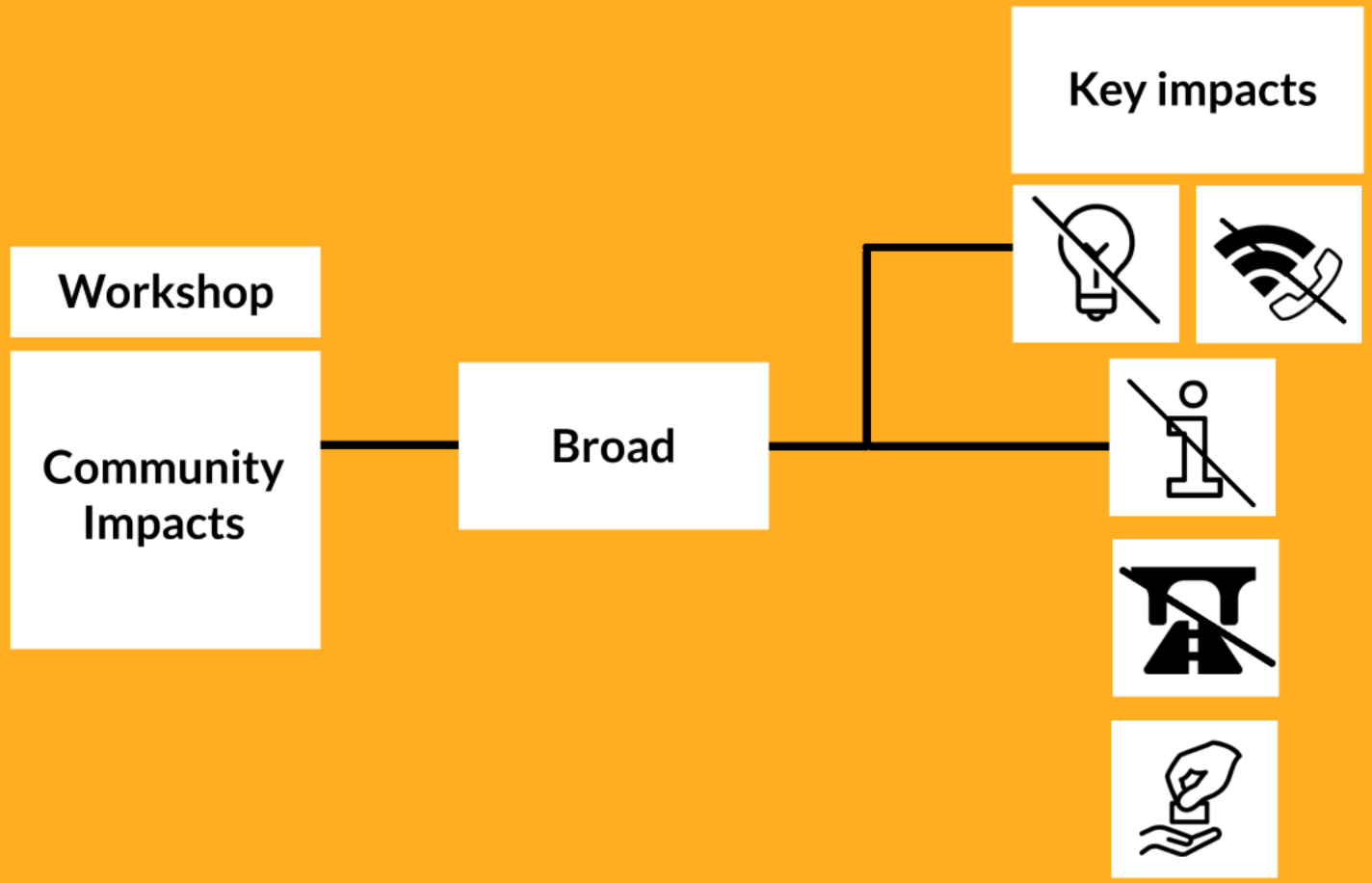




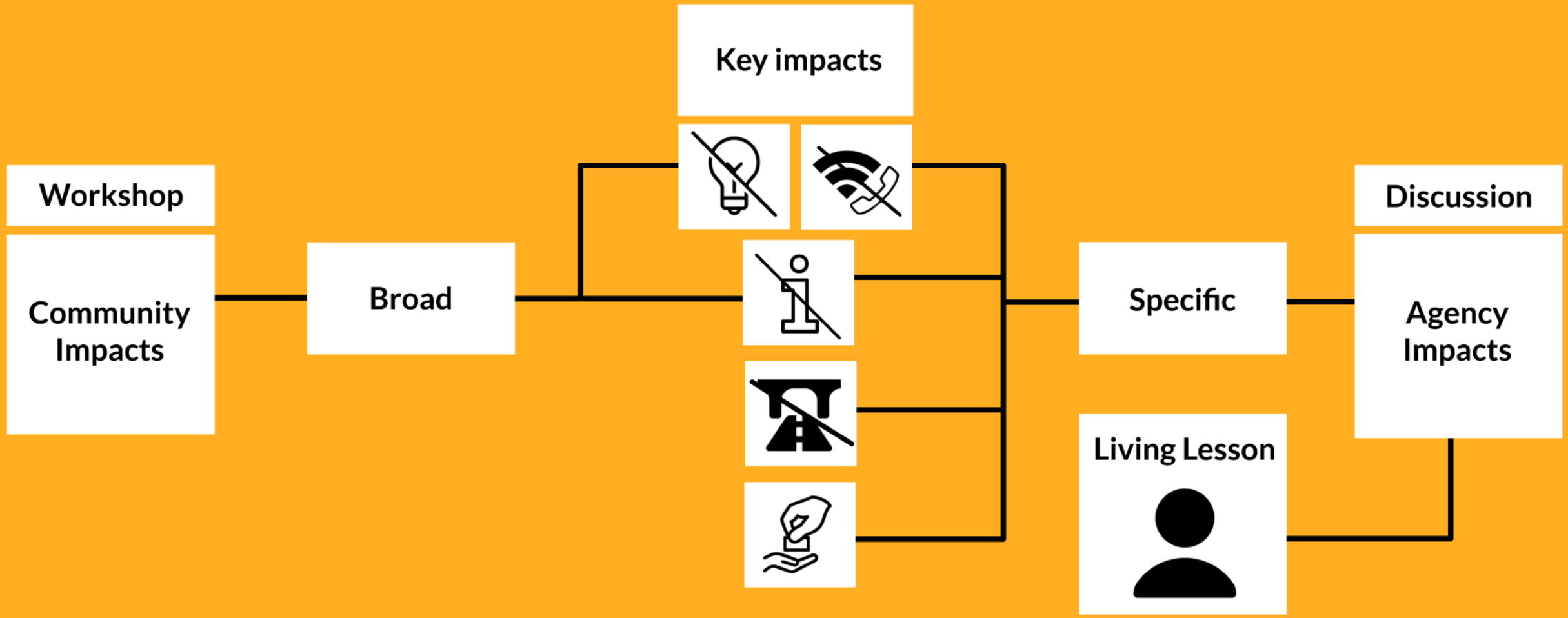
Exercise Design



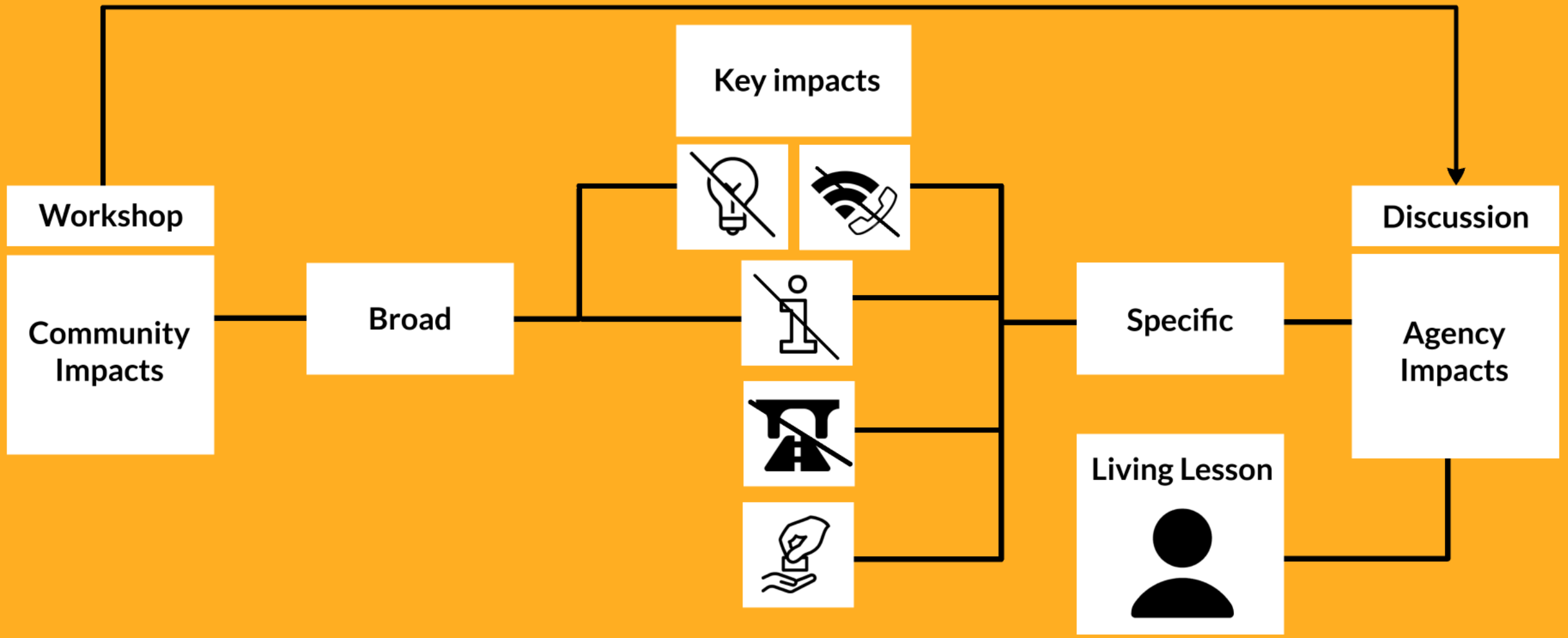
Exercise Design



Exercise Design



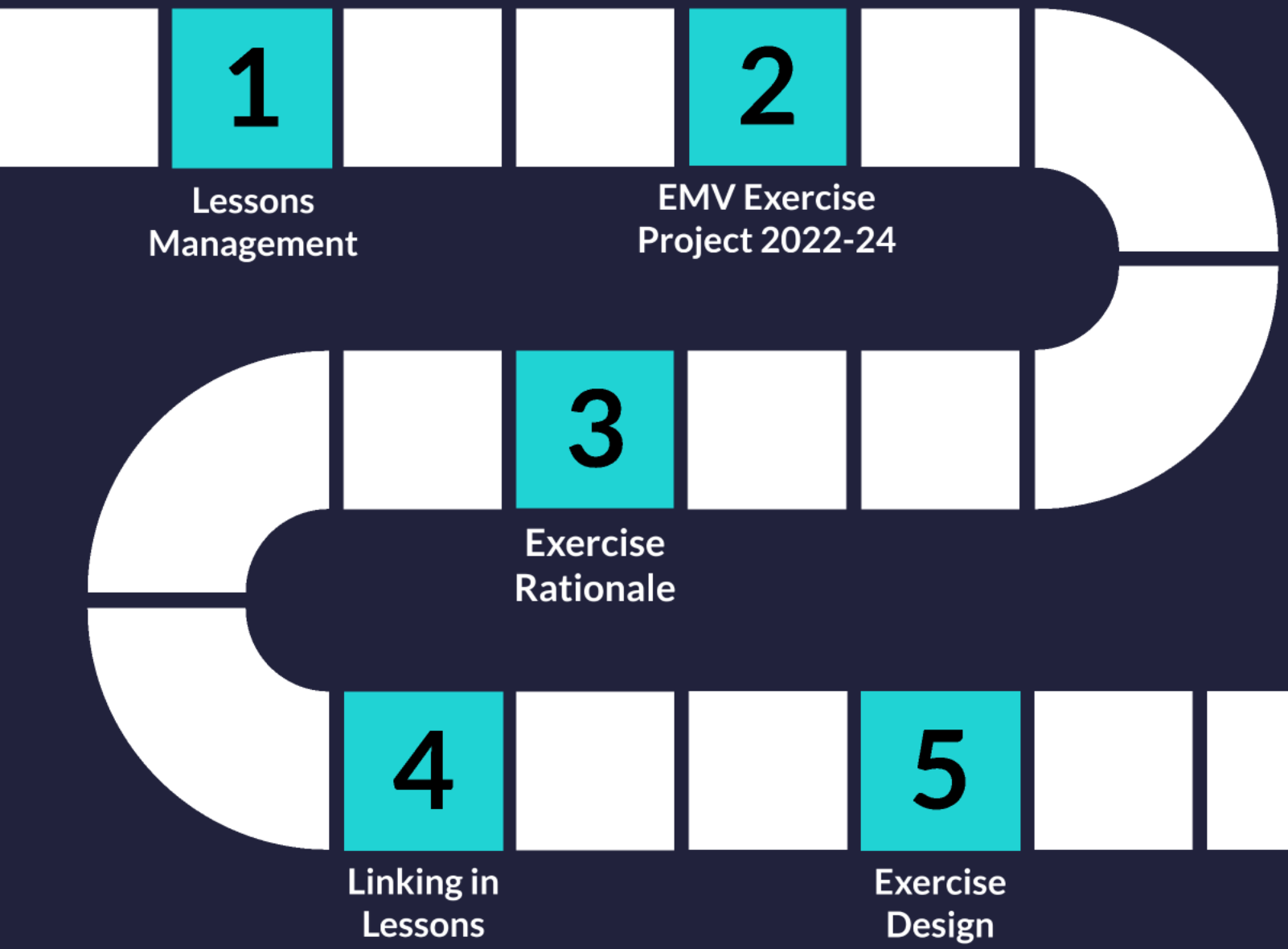
Exercise Design



Mainstreaming emergency management lessons into exercising

A process development initiative

Tim Lewis-Nicholson & Lee Dalgleish
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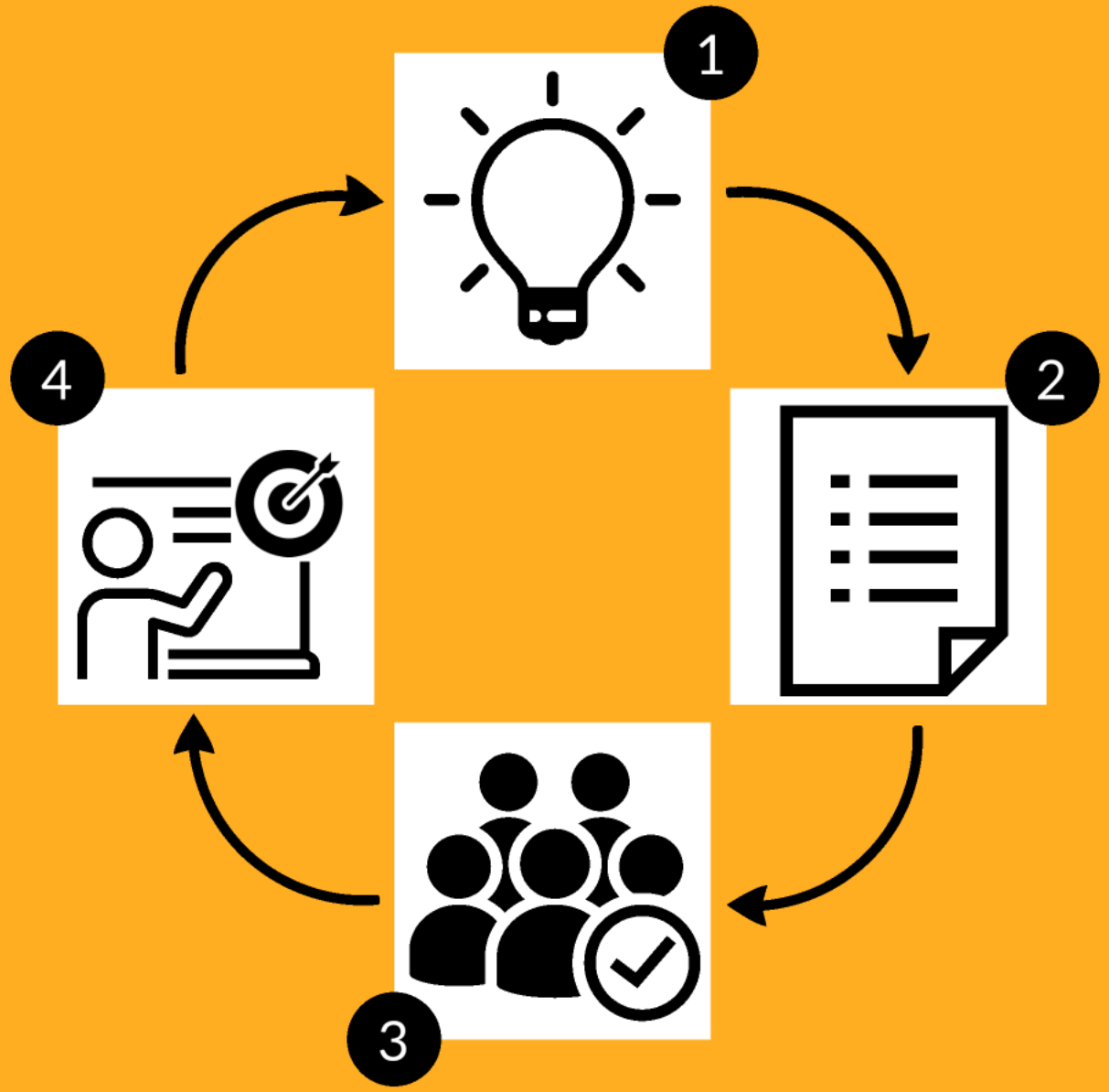


Future Thinking



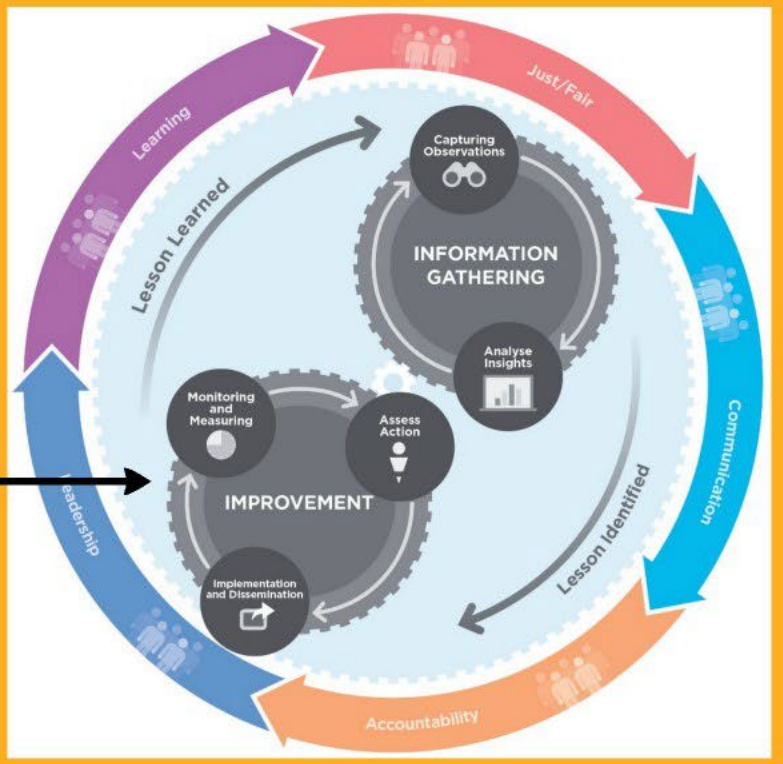
More Exercises, More Often (MEXMO)

MEXMO Thinking



MEXMO & Lessons





Future Thinking



More Exercises, More Often (MEXMO)

Key Takeaways

Key takeaways



Key takeaways



Use your stack of learnings to inform exercising

Key takeaways



- Use your stack of learnings to inform exercising
- MEXMO thinking

Key takeaways



- Use your stack of learnings to inform exercising
- MEXMO thinking
- Create or foster linkages between lessons and exercise functions

EMV
EMERGENCY
MANAGEMENT
VICTORIA

Thank you

Any Questions?



Q&A

Please submit your questions to Slido.

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Building Evaluation Capability the key to Lessons Management

Cameron Scott

National Broadband Network

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If Lessons are the answer, what are the (evaluation) questions? Evaluation capability the key to Lessons management



Cameron Scott

Executive Manager – Emergency Management

National Broadband Network (nbn)



A long time ago….

….at an Emergency Management Institute far, far away…..

What did we learn?

- Talking about “Lessons learned” wasn’t helpful
- People/Organisations started at the end, not the beginning
- Learning takes effort and capability
- The answer is not a database

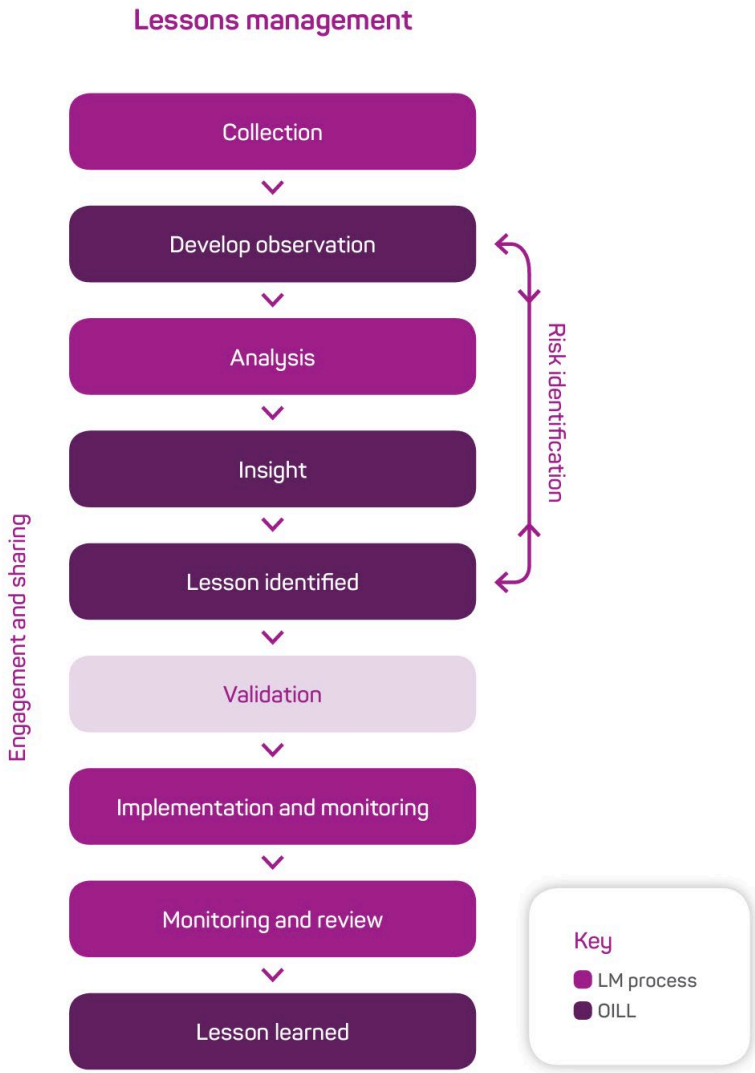


What did it look like?

- Approaches to making observations highly variable
- Those tasked with making observations not prepared well or consistently
- An over reliance and inconsistent approach to debriefs
- A lack of consistent capability



Link to Lessons Management



Why an evaluation approach?

- A focus on questions decision makers want answered
- Clarity around scope
- Thinking about questions leads you to identifying standards/measures
- Targeted data collection
- A consistent, structured approach leads to a more useful, shareable outcome



What skills do we need?

- Ability to interpret stakeholder needs
- Develop questions and a data collection plan
- Conduct direct observations
- Debrief facilitation
- Interview conduct
- Transform data into observations



Benefits

- Uplift in observations to feed lessons processes
- Stronger evidence base behind our lessons
- More transferable lessons
- Consistent approach increases the ability to share resources nationally
- Learning!!!





Questions

Q&A

Please submit your questions to Slido.

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The road from lessons not learned to learning from experience

Mark Cuthbert

Australian Civil-Military Centre

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The road from lessons not learned to learning from experience



Mark (Bert) Cuthbert

Finite Games

Infinite Games

Finite Games

Fixed rules
Known Players
Clear end point
Clear winner

Football

Infinite Games

No fixed rules
Known and unknown players
No end point
No clear winner

Business
Life

Finite games

End when the time is up

Infinite games continue indefinitely

Players enter at different times

Players drop out
when they run out of resources
or lose the will to play

The aim of a finite game
is to win

The aim of an infinite Game
is to perpetuate the game
and stay in the game

Finite and infinite games

James P Carse 1987

Infinte games

Simon Sinek 2019

Lessons is an infinite game

You are playing an infinite game

ON

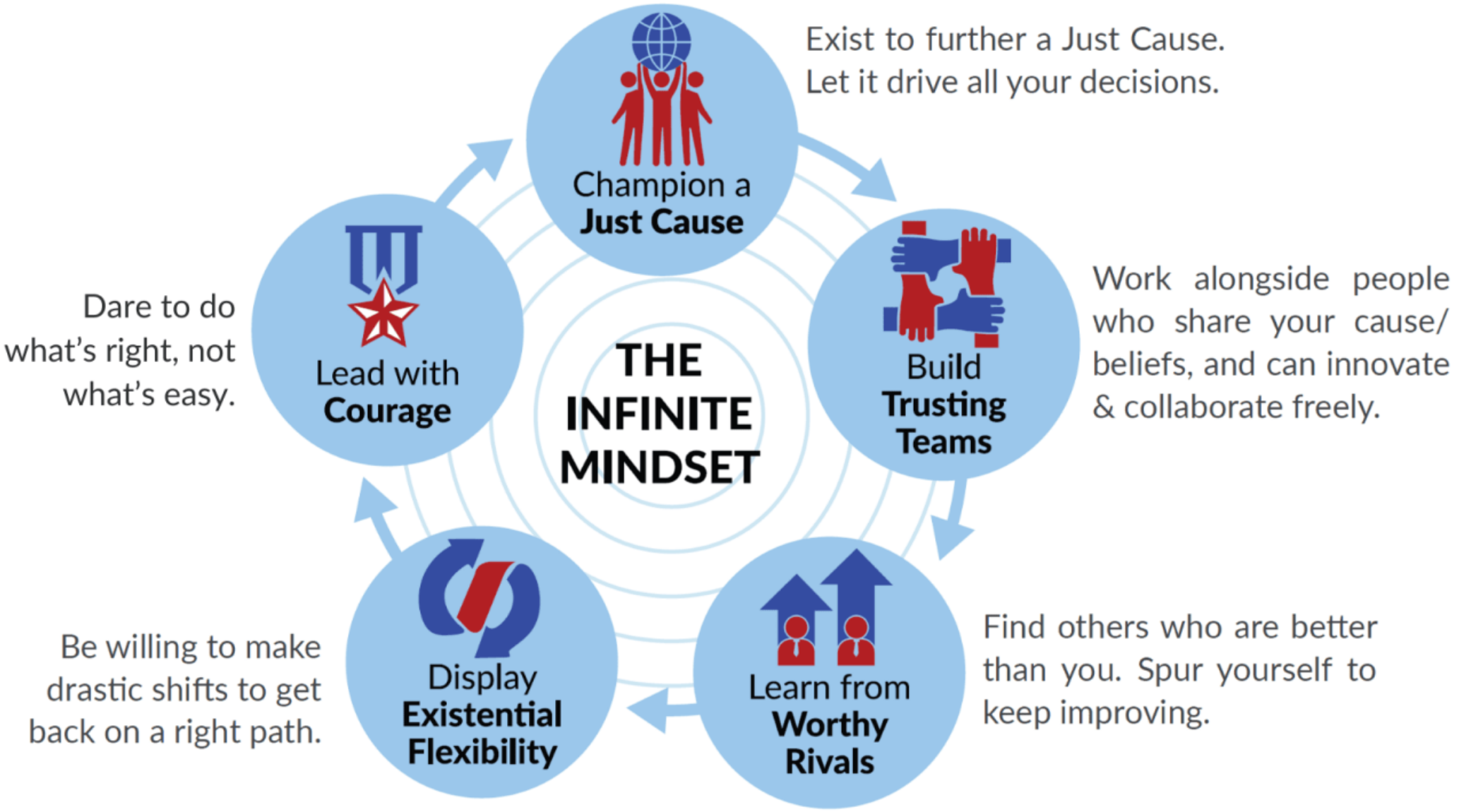
an infinite game

You just need
to understand the game
you are playing

Infinte games require an infinite mindset

Infinite Mindset: 5 Essential Practices

READINGGRAPHICS
Ideas Come Alive

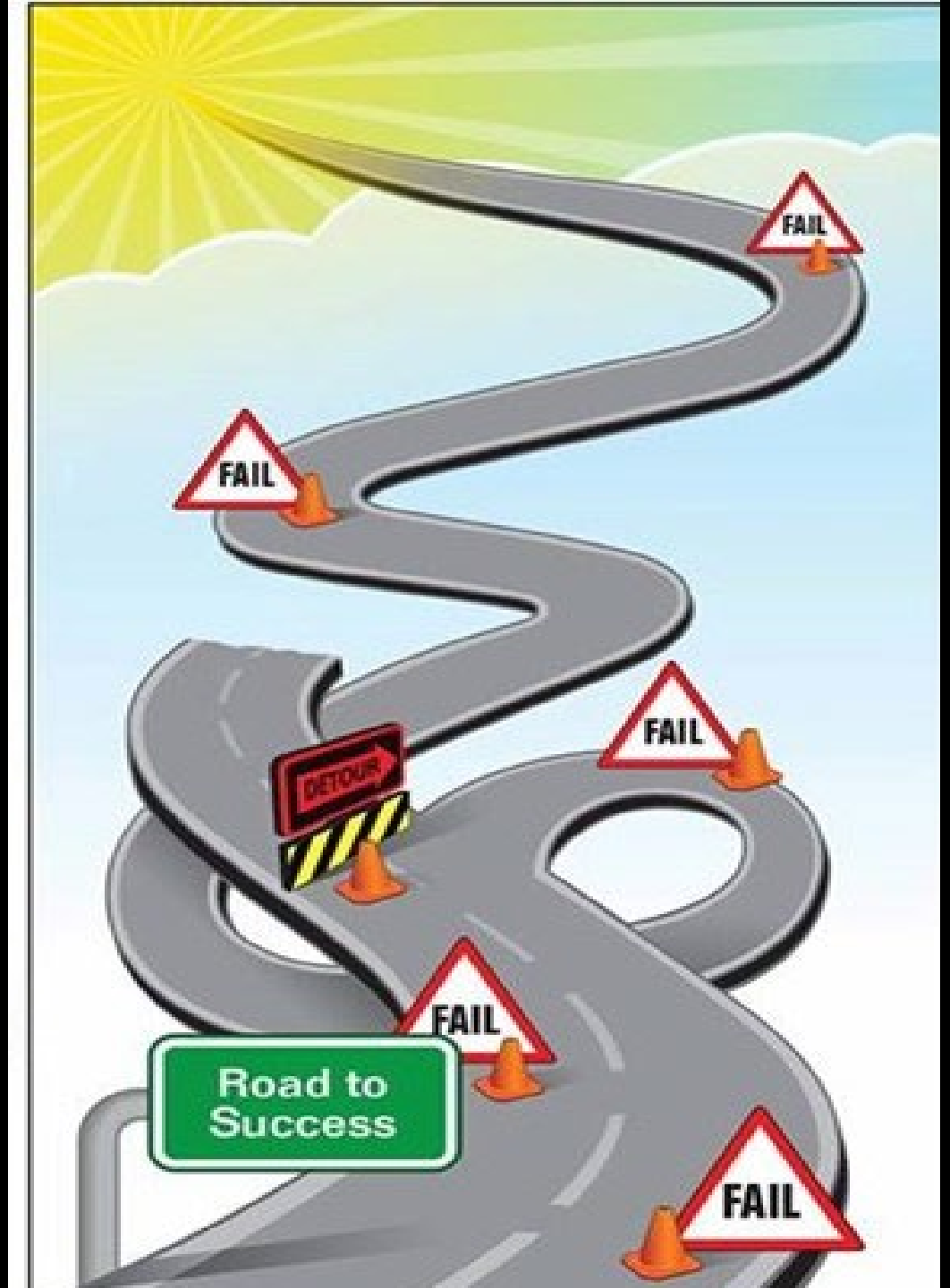



SUCCESS

The finite mindset



The infinite mindset



Current situation

Find
or develop an
Executive Champion(s)

- Rob video

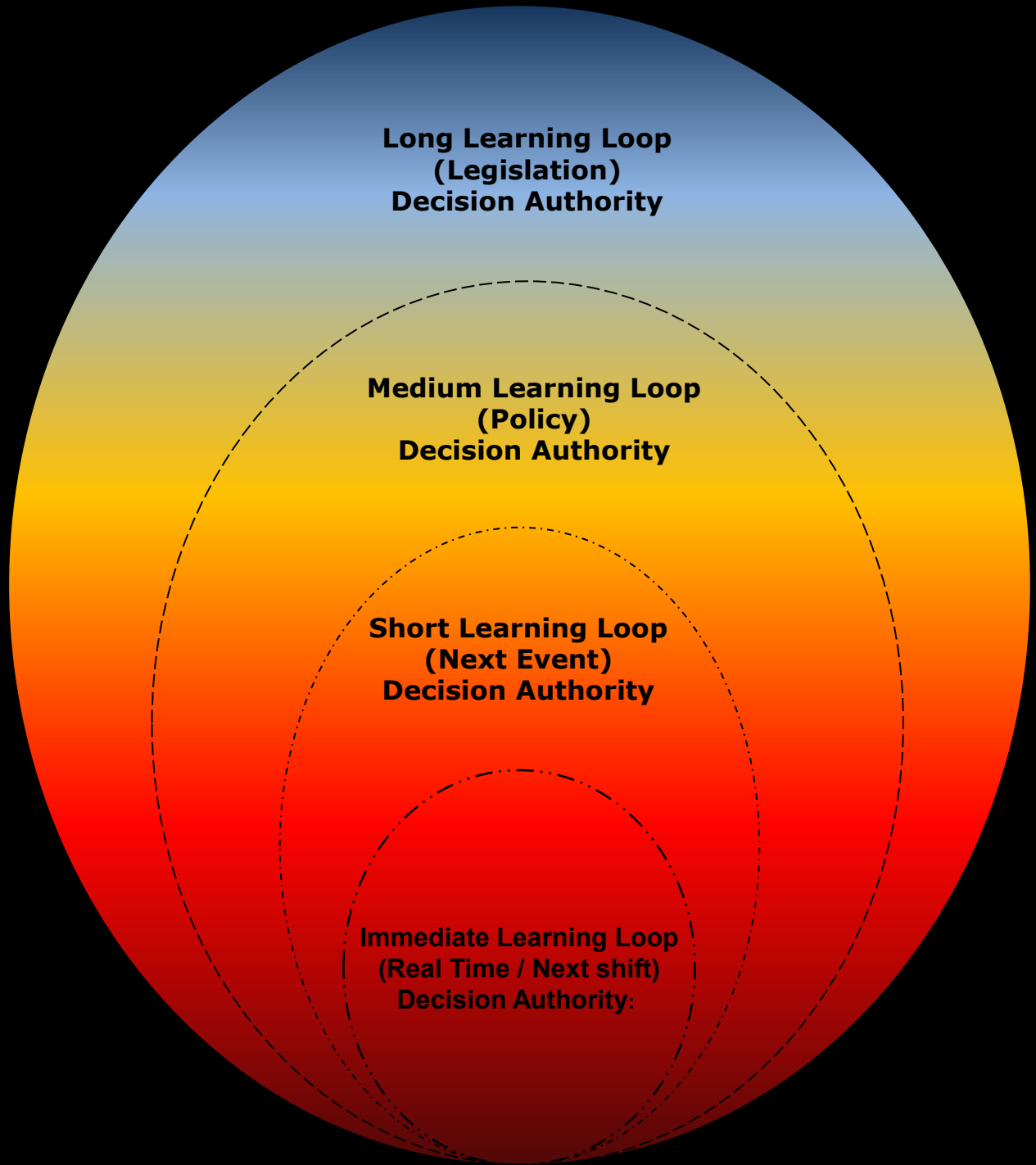

JUST DO IT.

Strive to be
a learning organisation

Strive to be a

A KEY PART OF

A learning organisation


Long Learning Loop
(Legislation)
Decision Authority
Medium Learning Loop
(Policy)
Decision Authority
Short Learning Loop
(Next Event)
Decision Authority
Immediate Learning Loop
(Real Time / Next shift)
Decision Authority:

Do it with them
Not too them

Preferably get them to do it to themselves

Tell them something they don’t already know

Focus areas
Collection priorities
Key Questions

People want to learn

Ensure you are connected
with your learning and development area

Ensure you are connected with your risk management area

A lessons database will not fix all your problems

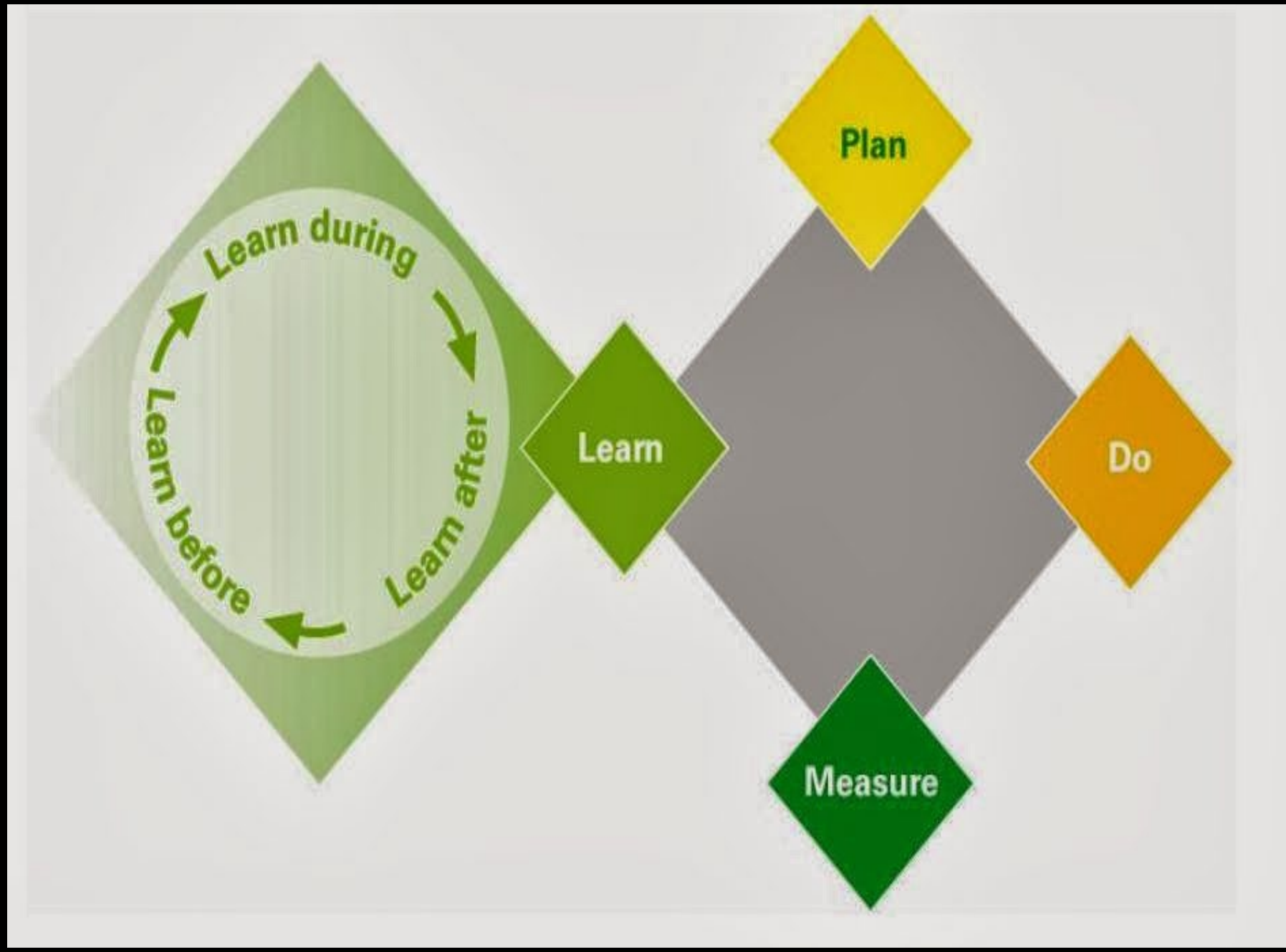
Knowledge is a living thing
When you capture it you kill it

Don’t make it too hard

Don’t make it too slow

Don’t add unnecessary process

Learn
Before
During
And
After



The ongoing challenges

- “We are going to learn all the lessons from this event”
- Many of the recurring issues are not “lessons” and will never be “learned”
- We need to reframe what is perceived to be failure
- Need to better define what success might look like on a really bad day

The ongoing challenges

- Perfection is a myth. A degree of failure is inevitable
- Some people get it, some people don’t
- Catch 22 of resourcing vs production of evidence
- There is no quick fix


JUST DO IT.

You can do it!

- Start small and just do it
- At your team level you can establish a learning culture
- You can collect observations
- you can have the discussions to analyse what they mean
- you can develop insights and you can mobilise that knowledge

Questions?

Mark.Cuthbert1@acmc.gov.au

ACMC Civil-Military Lessons Symposium
Canberra
24-26 September 2024

Q&A

Please submit your questions to Slido.

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Forum reflections

Des Hosie

National Operations Advisor, Safety, Continuous Improvement & Lessons Management, Fire & Emergency New Zealand

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Closing remarks

Des Hosie

National Operations Advisor, Safety, Continuous Improvement & Lessons Management, Fire & Emergency New Zealand

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LESSONS MANAGEMENT FORUM 2024

DAY 2 | 29 MAY

Thank you for joining us today.

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