



Lessons Management Forum – 2023

Closing the loop: the challenges of change

Delegate Handbook

*The organisers of the Lessons Management Forum
respectfully acknowledge the Ngunnawal people as traditional
custodians of the ACT and recognise any other people or
families with connection to the lands of the ACT and region.*

*We acknowledge and respect their continuing culture and the
contribution they make to the life of the city and the region.*



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Program Day One

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Tuesday 27 June 2023

Time	Presentation
9.00 am	Registration
	Setting the scene
10.00 am	Welcome and opening Welcome to Country, introduction
10.15 am	Opening remarks
10.30 am	Learning lessons in the era of consecutive, concurrent, compounding and complex crises Joe Buffone, <i>National Emergency Management Agency</i>
11.15 am	Morning tea
	Learning
11.45 am	Learning lessons - one agency's approach Heather Stuart, <i>NSW State Emergency Service</i>
12.15 pm	Using lessons identified to improve health service delivery to First Nations communities Carla Bailey and Kelly Trudgen, <i>Queensland Health</i>
12.45 pm	Learning from the June 2021 extreme weather event Dr Claire Cooper, <i>Emergency Services Telecommunications Authority (ESTA)</i> , and Lisa Marie Jackson, <i>Emergency Management Victoria</i>
1.15 pm	Lunch
	Organisational change
2.00 pm	Capability - closing the loop on the challenges of change Kevin Thom, <i>Queensland Fire and Emergency Services</i>
2.30 pm	What do we have to sell? Garnering executive support Wayne Snell, <i>Australian Civil Military Centre</i>
3.00 pm	Afternoon tea
	Lessons and conversations
3.30 pm	PANEL DISCUSSION: International lessons Panel host: Margaret Moreton, <i>Forum Host</i> Panelists: Bronwyn White, <i>National Emergency Management Agency New Zealand</i> Caitlin Bell, <i>National Emergency Management Agency Australia</i> Des Hosie, <i>Fire and Emergency New Zealand</i> Lianna Roast, <i>United Kingdom Cabinet Office</i>
5.00 – 7.00 pm	Networking function Available to those attending in person

Program Day Two

Wednesday 28 June 2023

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Time	Presentation
9.00 am	Registration
	Operational learning
10.00 am	Recap: Lessons Management Forum Day One
10.15 am	Fire and Rescue NSW operational assurance Gerrad Brady and Jamie Brinkworth, <i>Fire and Rescue NSW</i>
10.45 am	Fire Rescue Victoria knowledge sharing Steve Morgan, <i>Fire Rescue Victoria</i>
11.15 am	Morning tea
	Implementation
11.45 am	Lessons Management Award Award ceremony and presentation on winning topic
12.15 pm	Creativity and imagination for positive and sustainable change Cheryl Ames, <i>Tasmania State Emergency Service</i>
12.45 pm	Real time learning - why do we wait for post event debriefs? Grace Grech and Lisa Marie Jackson, <i>Emergency Management Victoria</i>
1.15 pm	Lunch
	Future thinking
2.15 pm	Forum reflection and discussion Margaret Moreton, <i>Forum Host</i>
2.30 pm	PANEL DISCUSSION: Research utilisation as a tool for lessons management Panel host: Andrew Gissing, <i>Natural Hazards Research Australia</i> Panelists: Prof. Stephen Dovers, <i>Australian National University</i> Dominique Hogan-Doran SC, <i>Natural Hazards Research Australia, Board Member</i>
3.30 pm	Closing remarks

Forum workshops

Thursday 29 June 2023

Real time evaluation	
Session time	9.00 am - 12.00 pm
Facilitated by	Lisa Marie Jackson and Grace Grech, <i>Emergency Management Victoria</i>
Workshop overview	<p>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.</p> <p>This workshop will take participants through the following components of real time evaluation:</p> <ul style="list-style-type: none">• 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. <p>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.</p>

Communicating lessons and research	
Session time	10.00 am - 12.00 pm
Facilitated by	Nathan Maddock, <i>Natural Hazards Research Australia</i>
Workshop overview	<p>We are all communicators in our jobs – but the process of identifying and communicating what is relevant and important in the science of natural hazards and emergency management has become complex and fraught with pitfalls for all of us. This workshop will identify a range of sources of new thinking on emergency management and natural hazards science, give guidance on how to prioritise the important parts for your work, and provide tips on how to translate important but complex scientific concepts to your colleagues, your leadership, government and the community.</p>



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

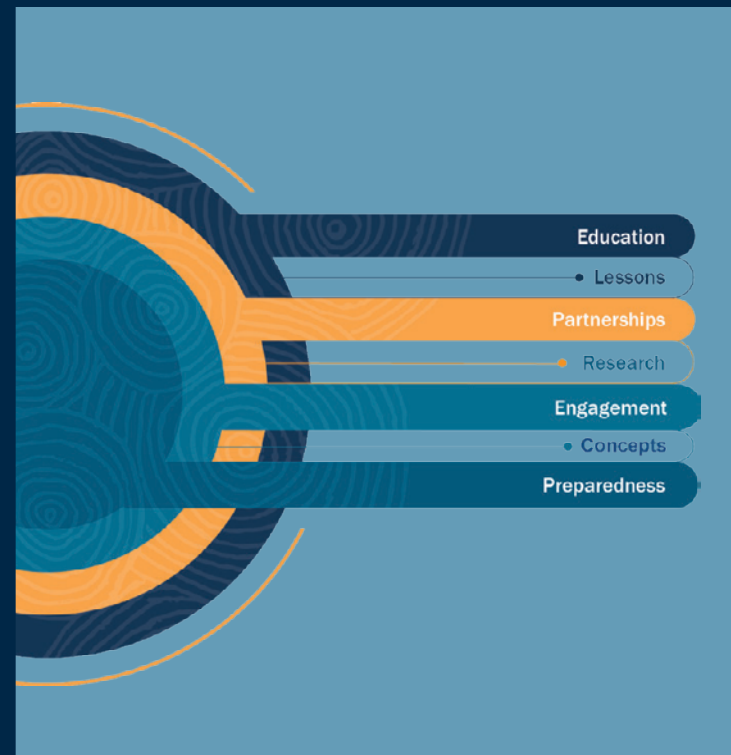
To be Australia's leading innovator in joining up civil-military-policing cooperation for crisis management.

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

Abstracts and speakers

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

10.30 am | Tuesday 27 June

Joe Buffone - National Emergency Management Agency

Consecutive, concurrent, compounding and complex crises are now the norm. They are more frequent and intense, and the time for the emergency management system to reset has compressed. The challenge for lessons practitioners is to support people and organisations to identify lessons and implement operational improvements while our response and recovery colleagues continue responding to today's events, recovering from yesterday's and preparing for tomorrow's.

During the last three years, Australia has faced a dizzying array of crises. Just the headline events are overwhelming: catastrophic fires rolled into a global pandemic that were complicated by three consecutive years of La Niña. Our people and our organisations have been tested to their limits. We have barely had time to reset between events, let alone recalibrate our systems and rethink the way we do our business.

This sounds grim, but there is no lack of motivation for change. Our people and the communities we serve want

change. We are united by our twin goals of saving lives and making Australia a safer place to live. But our people are fatigued and our communities, which are facing repeated crises, feel let down by a perceived failure to improve our response and recovery efforts.

The creation of the National Emergency Management Agency (NEMA) presented an opportunity to rethink and reset. At NEMA we have been asking ourselves: how can we be smarter? We have data and evidence for lessons and we know what needs to be changed. But lessons have often failed to be learned because institutionalised change has not been achieved. NEMA is exploring ways to gather evidence in near real time and create sustainable systems that enhance our capabilities and drive continuous learning. We do not have all the answers, but we are striving to learn lessons, not just admire problems. NEMA proposes to present an approach to change and embed lessons into the complex crises ecosystem.



Joe Buffone is the Deputy Coordinator General at National Emergency Management Agency (NEMA).

Joe has more than 30 years' experience in security and disaster management and has held a number of key senior positions. Joe was deployed to Victoria to establish and lead the Victorian Aged Care Response Centre to coordinate the response to COVID outbreaks in the Aged Care sector. Joe led the centre for three months until the situation was stabilised and transitioned to recovery. Joe has held several senior executive positions over the past 15 years, such as Chief Officer of the Country Fire Authority Victoria, Deputy Emergency Management Commissioner Victoria, and Deputy Emergency Services Commissioner Victoria.

Joe has had direct involvement in coordinating and responding to major emergencies in Australia and internationally, at the strategic, operational and tactical levels. Some examples are; leading the Victorian Aged Care Response Centre 2020, Black Summer bushfires 2019-20, Far North Queensland floods 2018-19, Cyclone Debbie 2017, Tasmanian bushfires 2016, Wye River bushfires 2016, Nepal earthquake 2015, Somerton building waste fire 2015, Hazelwood Mine fire 2014, NSW bushfires 2014, Victorian floods 2011, and the Victorian Black Saturday bushfires 2009. Joe has also served in the Australian Defence Force.

Joe holds a Masters of Business, Graduate Diploma in Disaster Management, and a Diploma in Security Management.

Learning lessons - one agency's approach

11.45 am | Tuesday 27 June

Heather Stuart - NSW State Emergency Service

Moving from lessons identified to the implementation and learning of lessons is a challenge faced by virtually all organisations implementing lessons management processes. With significant flooding occurring across the state multiple times since 2020, NSW SES has undertaken a number of internal reviews, requested an independent review through AFAC and in 2022 has seen two state level inquiries undertaken. This has presented the NSW SES with a large number of lessons and recommendations that need to be prioritised, implemented and reported on.

In a bid to improve the 'learning of lessons', NSW SES has introduced a number of governance processes. These provide a prioritisation process to determine which lessons should be addressed first. Governance committees

have been established to oversight the implementation of recommendations and as points for escalation when implementation is either delayed or not occurring. A database has been established to assist with reporting on the implementation of recommendations, as well as sharing lessons and actions taken to address them with all interested members of NSW SES.

This case study will outline the processes and governance committees NSW SES has in place to assist with the learning of lessons, demonstrate some of the technology being used to assist with the governance and discuss some of the strategies being developed to verify lessons have been learned. Achievements in implementing lessons from a review of the 2021 NSW flooding will be highlighted.



Heather Stuart is the Manager of Operational Improvement and Lessons for NSW State Emergency Service. She has been involved in lessons management since 2011 and is one of the most experienced lessons management practitioners in Australia. Heather established the lessons capability for NSW SES. This includes the development of a robust lessons management framework together with well-established data gathering and analysis processes.

Heather has been involved in lessons training and lessons analysis at the national level. She has contributed to both editions of the national *Lessons Management Handbook*. She is a driving force behind the annual Lessons Management Forum and has led on the associated national analysis work groups.

Heather has led a number of large-scale review programs for NSW SES and has contributed to reviews in other jurisdictions, including Victoria and South Australia.

As one of the original members of the NSW Lessons Management Advisory Group, which reports to the State Emergency Management Committee, Heather has contributed to the development of the NSW State Lessons Management Framework for the sector. She has also been the lead facilitator of the annual lessons analysis workshops.

Heather received an Emergency Services Medal in the 2021 Queens Birthday Honours in recognition of her contribution to lessons management in the emergency services sector.

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

12.15 pm | Tuesday 27 June

Carla Bailey and Kelly Trudgen - Queensland Health

Aboriginal and Torres Strait Islander peoples experience substantial health disparities compared to other Queenslanders, and as a population group, First Nations peoples have poorer health compared to any other population group in Australia. As a result, First Nations people were identified as being at risk of being disproportionately impacted by COVID-19 if an outbreak were to occur in a community.

Since early 2020, the Queensland Department of Health, Hospital and Health Services (HHS), Aboriginal Community Controlled Health Organisations, Australian Government Department of Health and other agencies in the Queensland disaster management arrangements have worked together to support the COVID-19 response across the Aboriginal and Torres Strait Islander communities of Queensland. In March 2020, the Queensland Department of Health, First Nations COVID-19 Response Team was established to support the COVID-19 system response across the state.

In March 2022, the Queensland Department of Health, First Nations COVID-19 Response Team undertook a review

into the COVID-19 response for First Nations people and communities. This presentation provides the outcome from the analysis of the data collected. The review captured data from face-to-face interviews, surveys, written statements, and document analysis and was conducted in line with the OILL methodology from the AIDR *Lessons Management Handbook*.

Many opportunities exist for Queensland Health to use its responsibilities as the health system manager to embed equity across the policy, legislative and funding environments governing Queensland's public health system. It is anticipated that the outcomes of this review will enable the Department of Health and other agencies to include the recommendations for improvement and acknowledgement of the positive and successful practices to inform other areas of First Nations health, with a focus on health equity and Closing the Gap.

This presentation will discuss the findings of the lessons management process and the future plans for implementation across Queensland Health.



Carla Bailey has over 10 years' experience in emergency management in the health, state and local government contexts, in both front-line roles, strategic capability and review contexts. Most recently, Carla has been working with Queensland Health, and during the time of this project, in the First Nations COVID-19 Response Team.

Carla has been involved in a wide range of lessons management projects, including undertaking after action reviews, post-event analysis and implementing lessons management systems into the organisations she works with. She has taken several organisations along a journey from 'collecting lessons' to turning them into lessons in actions at both the tactical and strategic level. Her passions lie in simplifying lessons management to make it more accessible and contextualizing the disaster management space for the health system.



Kelly Trudgen is a proud Gumbayngirr woman currently living and working in Tuurbal and Jagera country. Her areas of focus are First Nations health and health equity, and the development of a strong First Nations workforce. Kelly is distinguished by her ability to identify, leverage and develop models of care and talent in the health workforce, and has proven ability in transformative practice as a positive change agent.

With over 30 years expertise in nursing, Kelly's experience extends from advanced clinical practice, clinical leadership and health management in both military and civilian nursing contexts throughout Australia and overseas. Her skills, knowledge and experience are strengthened by post graduate qualifications in Emergency Nursing, Public Health, Emergency & Disaster Management, and Aeromedical Nursing.

Learning from the June 2021 extreme weather event

12.45 pm | Tuesday 27 June

Dr Claire Cooper - Emergency Services Telecommunications Authority (ESTA)

Lisa Marie Jackson - Emergency Management Victoria

Victoria experienced a weather event, part of a low-pressure system, that moved across southeast Australia during the week commencing Monday 7 June 2021. On Wednesday 9 June, Victoria faced damaging to destructive winds and heavy rainfall that affected central and eastern parts of the state overnight, gradually easing on Thursday 10 June 2021. The winds and rain caused significant impact and damage, including riverine flooding, unstable and fallen trees, damaged power infrastructure, telecommunication outages and major damage to road networks. Victoria State Emergency Service (VICSES) received close to 10,300 Requests for Assistance (RFAs) across the state relating to the flood and storm event.

The June 2021 Extreme Weather Event Coordinated Learning Review (the Review) was established to ensure that lessons from this event of state-wide multi-agency significance and aspects of particular interest to impacted communities (including both areas of good practice and improvement opportunities) were identified, implemented

and shared across the emergency management sector and with impacted communities. The Review involved debriefs of community and incident, regional and state emergency management personnel, as well as after action reviews and community research, resulting in more than 2000 observations, 369 insights and 50 lessons. Two reports were produced based on the analysis undertaken in the Review, an operational internal facing report and a community facing report, alongside an implementation approach.

Implementing identified lessons and ensuring lessons learned is a renowned challenge, particularly in a multi-agency environment. This presentation will take audiences through the process of lesson identification and how processes throughout the learning review created a strong foundation for the implementation process. The presentation will conclude with an overview of the implementation approach developed and implemented and how this was then applied to the 2022 Victorian flooding event.



Dr Claire Cooper has recently joined Emergency Services Telecommunications Authority (ESTA) in the role of Director Policy and Planning. ESTA provides Victoria's 24-hour emergency call-taking and dispatch services for police, fire, ambulance and VICSES. This new role oversees the areas of corporate planning, strategy, investment, reform implementation, reviews and inquiries.

Claire has worked in the emergency management sector for over 15 years, starting off as a PhD researcher with the Bushfire Cooperative Research Centre. Her PhD research applied human factors principles and organisational psychology concepts to decision making and incident management in bushfire emergencies. Claire then joined Country Fire Authority, working on multi-agency common doctrine, incident management training and leadership programs.

Claire moved to Emergency Management Victoria in 2014, where she led complex multi agency policy, reform and operational projects, including the development of Victoria's first lessons management framework.



Lisa Marie Jackson has worked in emergency management for the past 14 years and has been working for EMV since 2014 in the areas of continuous improvement, intelligence, risk and analytics and is currently the Director of Operational Reform. Lisa is an avid learner and has completed a Master of Emergency Management and Master of Intelligence Analysis through Charles Sturt University. As a passionate lessons management professional, Lisa's masters research informed the implementation of the first Victorian lessons management framework and implementation since 2015.

Capability - closing the loop on the challenges of change

2.00 pm | Tuesday 27 June

Kevin Thom - Queensland Fire and Emergency Services

In the most disaster prone state in Australia, Queensland Fire and Emergency Services (QFES) is the primary provider of fire and emergency services working across prevention, preparedness, response and recovery to enable effective disaster management services. With what seems like more frequent disaster events of longer duration and greater intensity, the emergency services sector in Queensland feels like it is constantly under review to learn and improve in response to these more frequent events.

So how does an emergency services organisation in these circumstances identify, learn, and create efficiencies in its ability to improve its service delivery? In QFES the loop is being closed through a solution for the management of recommendations and findings that is simple, integrated, scalable, transparent and efficient.

Through an applied capability approach to lessons management and by leveraging the fundamental inputs to capability, the department has a ready set of first and second order themes of independent variables in which to assign, manage and report on an ever increasing number of recommendations and findings from both internal and external sources.

This future state design solution creates efficiencies and a more coordinated effort to improve the lessons process by not only assigning a lesson, recommendation or finding identified to a capability, the use of the capability and the fundamental inputs, but also by acting as the variables in which efficiencies across recommendations and findings can be identified. This central repository for lessons management addresses the challenges experienced from the ever increasing amount of reviews, inquiries and Royal Commissions, while optimising our opportunity to become a learning organisation.



Kevin Thom is the Director leading Organisational Capability, Doctrine and Lessons Management for QFES.

Originally from the UK, he left his role as a senior officer in the Royal Air Force (RAF) to move to Australia. Prior to that move he had served as Head of Culture and Organisational Development and in multiple other leadership roles in planning, capability development and training.

His last operational duty was as the Business and Capability Development Officer for International Plans and Policy in the Occupied Palestinian Territories working as part of the Two-State agreement to develop security and stability in the region.

Thom has also worked with professional sports clubs in the UK to create talent development systems within their academies of sport and has lectured on undergraduate programs at University regards the creation of 'performance environments'.

Thom holds two master's degree, one in Strategic Human Resource Management and the other in Applied Performance Psychology.

What do we have to sell? Garnering executive support

2.30 pm | Tuesday 27 June

Wayne Snell - Australian Civil Military Centre

The lessons process has developed based on sound experience, evidence-based frameworks and the persistence of advocates. The success of this diligence and advocacy however is vested in the support of executives. This paper explores strategy based on motivating executives through a sense of community. A sense of community is 'the perception of similarity to others, an acknowledged interdependence with others, a willingness to maintain this interdependence by giving to or doing for others what one expects from them, and the feeling that one is part of a larger dependable and stable structure' (Sarason, 1974).

We explore the lived experience of lessons practitioners in identifying the key inhibiting traits and exploring some of the options which may be available to practitioners.

We examine some of the elements of motivation, bias, risk, return on investment and leadership which form the key informers to decision making in the lessons space.

This includes garnering resources for lessons capabilities, engaging guidance developing practitioners, sponsorship for the development of knowledge and guides, developing risk appetites for the deployment of lessons capabilities during events and finally entreatings executives to own the opportunities for better practice and organisational learning presented through robust lessons activities. Conclusions are identified as opportunities for policy, and strategy development for lessons practitioners and their respective leadership.



Wayne Snell is the Director, Concepts and Capabilities 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.

Wayne is married to Sharon, who is a registered social worker working in sexual assault, domestic violence and child protection interventions. They have two boys, Jameson who is 24, a university psychology student who is a keen volleyball player; and William who is 18 who is a keen tennis player. Wayne is a lifelong hockey player, administrator and official, an avid fisherman and outdoors man and enjoys reading and study for pleasure and profession. Wayne also volunteers for the NSW State Emergency Service and the Rural Fire Service.

Panel discussion: International lessons

3.30 pm | Tuesday 27 June

Panel host: **Dr Margaret Moreton** - Forum Host

Panelists:

Bronwyn White - National Emergency Management Agency New Zealand

Caitlin Bell - National Emergency Management Agency Australia

Des Hosie - Fire and Emergency New Zealand

Lianna Roast - United Kingdom Cabinet Office



Dr Margaret Moreton is the Executive Director of AIDR. Her first career was with the Federal Government, working in a range of social policy and program areas and preparing advice for successive governments for more than 33 years.

Motivated by her own experiences during the 2003 Canberra fires, and the 2009 Black Saturday fires in Victoria, Margaret undertook original community-based research focussed on the key factors that contribute to disaster recovery and resilience. She gathered and compared the views of national leaders of recovery, and community members who have been directly affected by emergency events across Eastern Australia. Margaret has since developed a strong reputation as a disaster resilience advisor and specialist, working to build community resilience.



Bronwyn White is a Principal Advisor, Continuous Improvement for Te Rākau Whakamarumaru, the National Emergency Management Agency, which is hosted by New Zealand's Department of the Prime Minister and Cabinet. The main purpose of her role is to establish a National Lessons Management Programme as part of New Zealand's Strategic Crisis Management arrangements, including the 16 Agencies with regional roles around New Zealand.

Bronwyn's work undertaking child and youth mortality reviews and collating recovery lessons from the Canterbury earthquakes, in particular, fire Bronwyn's focus on lessons management to improve outcomes for people impacted, and for those with roles in response and recovery.



Caitlin Bell is acting Assistant Coordinator General for the National Coordination Mechanism at the National Emergency Management Agency. She brings more than 15 years of public service experience as a frontline crisis manager and leader of complex crisis responses to the role.

Caitlin discovered her true passion for crisis management while planning complex evacuations of Australians from the Middle East during the 2011 Arab Spring. Since then she has spent her career working in crisis and disaster management, leading complex consular matters, responses to natural disasters and developing national-level policy to support preparedness and response activities.

Caitlin led a review of the Australian Government Crisis Management Framework (AGCMF) in 2021 at the Department of the Prime Minister and Cabinet and supported the non-health consequence management of COVID-19, including as a member of the Supermarket Taskforce.



Des Hosie is a career firefighter and 40-year veteran of the NZ Fire Service and Fire and Emergency New Zealand. Currently the National Operations Advisor for Safety, Continuous Improvement and Lessons Management based in Fire and Emergency New Zealand's National Headquarters. Des has extensive operational firefighting and rescue experience.

He leads a Lessons Management Community of Practice in New Zealand called LessoNZ. Its function is to share lessons from incidents and exercises across all of government, emergency services, defence and key infrastructure sectors.



Lianna Roast works as the Resilience Knowledge Coordinator at the Cabinet Office Emergency Planning College (EPC), UK. She is currently leading on production of the new UK Resilience Lessons Digest, supporting the government's commitment to a programme of work synthesising lessons identified from emergencies and exercises. Lianna is also a Research Associate with Bournemouth University's Disaster Management Centre (BUDMC) and a Deputy Chair of the Lessons and Implementation Board at the Counter Terrorism Preparedness Network (CTPN). In 2021 she authored a report for the National Preparedness Commission titled: 'Learning that can save lives: Psychological perspectives on learning from major Incidents and disasters'.



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Fire and Rescue NSW operational assurance

10.15 am | Wednesday 28 June

Gerrad Brady and Jamie Brinkworth - Fire and Rescue NSW

Emergency service organisations need to ensure the skills and competencies of their workers are sound. In practice, having an objective view of the effectiveness of the systems and processes put in place to support these workers is challenging.

Following the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) requiring an internal audit function appropriate for the agency, Fire and Rescue NSW (FRNSW) looked for ways to provide tangible assurance of staff competencies. This included assessing the validity of operational firefighter core skills and the support functions that service their needs. Previously, internal audit function focusing solely on operational firefighter skills and competencies did not exist within the organisation. As a result, the Operational Assurance team was established in 2021.

To facilitate a culture of continuous improvement, operational assurance reviews (OARs) were piloted.

These reviews aim to capture meaningful data relating to firefighter core skills, while identifying trending issues with the functions that support frontline delivery. Consisting of a practical drill component, OARs provide a de-identified snapshot of firefighter skills in metropolitan and regional fire stations across NSW.

This presentation will focus on the development of FRNSW's Operational Assurance function, from initial stakeholder identification, engagement, and consultation, through to state-wide practical implementation and the effective change management required for such a cultural shift within the workforce. Discussion will include the lessons identified during OARs and how FRNSW is now taking steps to improve firefighter safety using data gathered in the process. At its core, FRNSW mandates a 'no blame' culture synonymous with lessons management. This ideology has translated to broad support from both permanent and on-call firefighters who have taken part.



Gerrad Brady is Team Leader Operational Improvement and Assurance, within the directorate of the Office of the Commissioner FRNSW and is currently completing his Inspectors Promotional Program.

Gerrad was an operational firefighter and station officer for 16 years, working predominantly in rescue, where he applied his qualifications in general land rescue, flood rescue and vertical rescue at incidents across NSW. Gerrad has deployed on several occasions as part of flood rescue strike teams and bushfire strike teams both within NSW and interstate.

Gerrad possesses a strong interest in firefighter mental health, wellbeing and resilience. He has extensive training in critical incident stress management and for the past 10 years has volunteered as a Peer Support Officer and Wellbeing Duty Officer.

Gerrad holds formal qualifications in history/geography (BA), secondary school education (Graduate Dip Ed), Graduate Certificate in Applied Management and is grateful for the gift of education. He is optimistic and believes innovation and personal accountability are essential to driving meaningful change.



Jamie Brinkworth is a senior firefighter and is currently working in a research officer role in Operational Improvement and Assurance, within the directorate of the Office of the Commissioner FRNSW.

Jamie has been an operational firefighter with FRNSW for six years. In that time she has also been a ladder platform operator, assistant in the Equipment Management Unit, an operational communications operator, project officer and a research officer in operational improvement and assurance.

Jamie holds a Bachelor of Medical Science and a Masters of Secondary Science Teaching with majors in chemistry and biology. While Jamie completed her studies she competed professionally and raced globally in Ocean Kayaking, representing Australia, and placing in multiple world championship races.

At only 27 years old, Jamie has a proven strong work ethic and commitment to quality outcomes. She loves learning and is an acknowledged achiever who adapts and takes on any challenge with fervour and commitment.

Fire Rescue Victoria knowledge sharing

10.45 am | Wednesday 28 June

Steve Morgan - Fire Rescue Victoria

Fire Rescue Victoria (FRV) has invested significantly in lessons management processes. The Performance and Assurance (P&A) Unit facilitates operational debriefing and ensures learning outcomes.

In August 2021, FRV established the Operational Lessons Management Framework (OLMF). This framework was implemented to provide policy for FRV, with the intent to advocate for firefighter and community safety through continual organisational learning. With updated policy established, the P&A team turned its focus to 'closing the loop' in the lessons management cycle. A significant challenge identified was the myriad of learning styles and characteristics of the personnel that make up our recently formed organisation.

Recently, P&A have developed several key communication tools, which include knowledge shares, ops talk and case studies which have contributed significantly to our sharing of information across the organisation.

Knowledge shares are utilised to highlight interesting, unique, or relevant operational incidents with important learning outcomes, which are shared across the organisation. In the past, learnings from these incidents may not have been shared further than the mess room of a station.

Ops talk was developed as a communication aid for FRV Commanders, to deliver operational learnings and operational matters to firefighters and currently produced bi-monthly. Operational learnings are produced to keep FRV operational staff abreast of the latest learnings gained from debriefs of incidents, exercises, and reviews. Operational matters consist of information that needs to be highlighted to operational staff that is timely and relevant with an operational focus, including updates from specialist departments.

FRV case studies have been developed to provide more detailed information regarding significant incidents and highlight processes that have worked well and identified improvement opportunities. A recent case study involving a complex rescue from an amusement park ride in Waurin Ponds, provided the catalyst for FRV crews to subsequently conduct a training exercise to test technical rescue capabilities based on scenarios from this case study. A further case study was then developed which shared key technical rescue outcomes across the organisation. This was a great example of identifying lessons, testing capabilities, and sharing learning outcomes.



Steve Morgan was accepted into the fire service in July 2010. He was trained at the Fiskville campus where he successfully completed his recruit training.

He was posted to Traralgon Fire Station in Gippsland Victoria. There he worked his way through the ranks to eventually become the officer in charge at Traralgon. As part of this role, Steve not only worked with career firefighters, he also worked with volunteer stations in the area.

Steve also worked as a recruit instructor and an assistant coordinator on courses in 2017 and 2018. In these roles, he developed an appetite for teaching and became committed to passing on the knowledge he had gathered.

Steve later moved to Cranbourne Fire Station where he served as a senior station officer. This role led to his current position as Acting Commander of Performance and Assurance at Fire Rescue Victoria headquarters.

Part of Steve's current role includes the establishment of the post incident review into the cyber incident at Fire Rescue Victoria. This has led to engagement with many different sectors.

Steve has been involved in several major incidents in his 13-year career including the Hazelwood Mine fire, the Gippsland bushfires in 2019-2020 and more recently the flood event in northern Victoria.

Creativity and imagination for positive and sustainable change

12.15 am | Wednesday 28 June

Cheryl Ames - Tasmania State Emergency Service

Like other emergency service organisations, Tasmania State Emergency Service (TAS SES) has traditionally conducted post-operational hot debriefs and after-action reviews. However, there has been little by way of positive and sustainable improvement to demonstrate whether any lessons identified have been learnt or whether a culture of learning exists.

During 2022 TAS SES orchestrated a shift in our practices towards establishing a collaborative learning culture within the organisation which has already proven invaluable. Lessons identified during post-operational activities relevant to three severe weather events during 2022 were appropriately actioned, resulting in immediate and sustainable improvement in a regional and state command and operational context. The improved doctrine, processes and systems contributed significantly to the success of a statewide response to a protracted severe weather event in October 2022.

That early success has been enabled by the TAS SES salaried staff and volunteers being encouraged and

supported to adopt a lessons management framework that is predicated on the OILL (observations, insights, lessons identified and lessons learned) methodology. However, that is not where our approach to growing and sustaining a culture of learning stops.

TAS SES has embraced contemporary and emerging concepts and methods that enable us to think differently and discover new connections and insights that produce more innovative and creative outcomes. LEGO® Serious Play® (LSP) is one of those methods that is included in our organisational learning toolkit.

TAS SES is using LSP to help our members as individuals or teams to think, communicate, problem solve, make decisions and learn more creatively. The LSP method is built on brain science and positive psychology approaches including flow theory, hand-mind connection, play and storytelling. Fundamentally, it is about storytelling as an avenue for knowledge, sharing about lived experiences and shared visions for future states.



Cheryl Ames commenced work with Tasmania State Emergency Service (TAS SES) Emergency Management Unit in July 2014 in a projects coordinator role. She has subsequently occupied a variety of operational and emergency management roles within the organisation. Cheryl is currently the SES Principal Strategy and Policy Officer based in TAS SES headquarters in Hobart.

Cheryl completed the suite of ANZCTC exercise management training courses (coordinated by Tasmania Police Special Response and Counter-terrorism command) during 2014-2015. It was also during that time that she became an avid learner about learning lessons and knowledge management.

Developing and maintaining positive working relationships across the emergency management sector and with research partners in Tasmania and nationally has been (and continues to be) a focus of Cheryl's ongoing mission of enabling TAS SES to embed an authentic culture of learning throughout the organisation.

Identifying and grasping opportunities to collaborate and communicate with partners across the emergency services and broader emergency management sector to promote curiosity and imagination in learning has become business as usual activities for Cheryl and her TAS SES colleagues.

Real time learning - why do we wait for post event debriefs?

12.45 pm | Wednesday 28 June

Grace Grech and Lisa Marie Jackson - Emergency Management Victoria

Real Time Monitoring and Evaluation (RTM&E) has been in place in its current form at Emergency Management Victoria (EMV) since 2017. The purpose of RTM&E is to support and add value to real time learning and improvement of emergency management activities through the deployment of a team of evaluators and subject matter experts. The RTM&E team observes, captures and analyses observations relating to operational activity and then provides objective feedback directly to those observed regarding areas that are working well and opportunities for improvement. In October 2020, The Inspector-General for Emergency Management (IGEM) recommended as part of the inquiry into the 2019-20 Victorian Fire Season – Phase 1 Report that shift roster and handover processes needed to improve.

In March 2021, EMV initiated a project team to support the RTM&E program uplift. The team has completed a range of activities including:

- delivered eLearning modules and learning products to increase knowledge about RTM&E and improve handover processes
- procurement of fit for purpose equipment and technology 'Go Kits' to support RTM&E deployments

- increased engagement with the sector regarding RTM&E
- uplift of RTM&E operational documents including a handbook, process guidelines, full training package and deployment templates.

During the 2022 Victorian flooding event, and due to how prolonged the event was likely to become, a terms of reference (TOR) for a coordinated real time learning approach was established. This TOR informed the role of the State Control Centre State Lessons and Evaluation Unit and use of real time monitoring and evaluation to capture learnings and feed real time change, rather than wait for the event to conclude and learnings to be forgotten or biases to impact personnel reflections.

This presentation will provide an overview of the use of real time learning during the 2022 Victorian flooding event and how this approach supported the Victorian emergency management sector with 'closing the loop'.



Grace Grech commenced her career in emergency management within Biosecurity Victoria in 2001, and has worked across various departments focusing on policy and planning, operational response, and reviews and enquiries. Grace notably led the Inspector-General for Emergency Management's assurance of planned burns that breached control lines from 2017 to 2021, and also various investigations and reviews into high-profile emergency incidents.

Grace's passion lies in continuous improvement across the emergency management sector, with the goal to improve overall capability. Of particular interest, her focus remains in closing the loop and implementing sustainable improvements resulting in long-term change.

Grace joined Emergency Management Victoria in 2022, within the Lessons and Improvement team. Grace currently leads the State Control Centre's State Lessons and Evaluation Unit, and co-led the unit during the 2022 Victorian state-wide flooding event.



Lisa Marie Jackson has worked in emergency management for the past 14 years and has been working for EMV since 2014 in the areas of continuous improvement, intelligence, risk and analytics and is currently the Director of Operational Reform. Lisa is an avid learner and has completed a Master of Emergency Management and Master of Intelligence Analysis through Charles Sturt University. As a passionate lessons management professional, Lisa's masters research informed the implementation of the first Victorian lessons management framework and implementation since 2015.

Panel discussion: Research utilisation as a tool for lessons management

2.30 pm | Wednesday 28 June

Panel host:

Andrew Gissing

Panelists:

Prof. Stephen Dovers - Australian National University

Dominique Hogan-Doran SC - Natural Hazards Research Australia, Board member



Andrew Gissing is the Chief Executive Officer at Natural Hazards Research Australia, joining us from Risk Frontiers as the General Manager of Resilience.

He was previously the Deputy Chief Officer and Director of Emergency Management and Communication with the Victoria State Emergency Service and the Director of Enterprise Risk Management at the NSW Department of Family and Community Services.

Andrew takes over as CEO from Dr Richard Thornton, who retired in July after guiding the centre through establishment. He previously led the Bushfire and Natural Hazards CRC and Bushfire CRC, where he has steered Australia's natural hazard research agenda for the past 18 years.



Prof. Stephen Dovers was originally trained as an ecologist and natural resource manager, and worked in agricultural experimentation, local government and heritage management. He later studied geography at graduate level, and gained a PhD in environmental policy in 1996. He became an academic member of staff at the then Centre for Resource and Environmental Studies at the ANU in 1997. From 2009-2017 he was Director of the Fenner School of Environment and Society at the ANU, and an inaugural ANU Public Policy Fellow. He is a Fellow of the Academy of Social Sciences in Australia, was inaugural Chair of the Management Committee of Future Earth Australia; is Chair of the Science Advisory Committee of The Mulloon Institute, Associate Editor of the Australasian Journal of Environmental Management, and member of the editorial boards of the journals Local Environments, Environmental Science and Policy, and Resilience. Steve is a Senior Associate with the advisory firm Aither.



Dominique Hogan-Doran SC brings over 25 years' experience as a barrister and trusted advisor, specialising in corporate governance and regulatory compliance. She also has experience as a trustee director in the financial services and funds management industry. Dominique is a Fellow of the Governance Institute of Australia, a member of the Australian Institute of Company Directors, and serves on the Chartered Accountants Australia and New Zealand Disciplinary Tribunal. Dominique has qualifications in law and economics. She is a graduate of the University of Sydney and of the University of Oxford, where she was the Menzies Scholar. In 2020, Dominique was Senior Counsel Assisting the Royal Commission into National Natural Disaster Arrangements.

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Building first response capability coupled with expert support during crisis' to control the narrative, and bring together critical functions of your organisation to solve complex issues

General information

Networking event

A networking event 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.

The Award is proudly sponsored by C3 Resilience.



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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 **#LMF2023** 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.



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