



IGEM *Connect*

Inspector-General Emergency Management

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Welcome to the latest edition of *IGEM Connect*.

One of the most encouraging aspects of the Tropical Cyclone Debbie Review last year was the clear demonstration of progress being made in Queensland regarding the on-going development of disaster management arrangements and commitment to continuous improvement.

At the heart of the Statewide improvement has been the ability and commitment of individuals and entities in the disaster management sphere in Queensland to capitalise on the learnings of past events and to regularly go above and beyond what is required in addressing and implementing recommendations for improvement, arising from previous reviews.

Despite this pleasing outcome, the review of TC Debbie still identified a need for a formalised on-going program of work, aimed at delivering sustainable improvement based upon the identification and analysis of issues and the development, implementation and monitoring of improvement strategies.

In response, the Government tasked my Office with leading the implementation and maintenance of a system-wide lessons management program. I have already assembled a team from within my Office to develop this important volume of work on a dedicated basis. And as always, my clear instruction to the team has been to work very closely and collaboratively with stakeholders from across the sector. So what will a lessons management program look like and how will it work?

As we are committed to developing this important volume of work in close collaboration with disaster management stakeholders, it would be premature of me to talk about specifics regarding structure and how it may operate.

What I can talk about however is what I want the lessons management program to do, and that is primarily to enable the disaster management sector to make sense of observations, co-design improvement strategies and leverage innovative solutions and ideas to grow capability.

We intend to consider the lessons management program on a phased approach basis and apply the good practice attributes from the Standard for Disaster Management in Queensland – namely to ensure the program is scalable, comprehensive, interoperable, value for money and adaptable to suit Queensland's diverse array of disaster management agencies, practitioners and users.

Going forward, we will build the program with stakeholders and engage through meetings, workshops and other consultation measures.

I am excited by this initiative and the public safety benefits it will ultimately deliver for Queenslanders.

Townsville District Capability Review

I want to extend my sincere thanks to all of you who were involved in the recent capability review of the Townsville District Disaster Management Group and all related local government disaster management groups.

Regular readers of *IGEM Connect* will be aware that my Office is undertaking a progressive program of capability reviews within disaster districts across the State, focusing on plans, arrangements, processes and systems used within districts to meet future challenges.

Importantly, the capability reviews are forward-looking, concentrating on strength and development areas in the context of the anticipated future risk environment. They are not an assessment of past performance.

The Townsville district was the third and largest of the capability reviews undertaken so far, following previous reviews in the Warwick and Mackay districts.

I greatly enjoyed the opportunity to visit all seven local authorities in the Townsville district and observe first hand arrangements, activities and exercises within the district.

What I was particularly impressed with was the demonstrated desire for continuous improvement from across the district and the hospitality and openness shown throughout the process. This has allowed us to progress strongly to the final stages of the review, which will include a district-wide capability workshop.

I am convinced the entire district, and ultimately members of the public, will benefit greatly from this open and cooperative approach.

Warwick Capability Review Health Check

Following on from the update on the Townsville Capability Review, my Office is now finalising a health check on the Warwick Disaster District.

As you may recall, the Warwick Disaster District and the local groups of Warwick and Southern Downs were the first to undertake a capability review. Now, 20 months on, we have undertaken a health check to review progress on their collective capability improvement strategy.

It has been pleasing to hear from groups in the district that all improvement strategy deliverables have been actioned. Increased collaboration across groups has fostered stronger working relationships, sharing responsibility across projects, and delivering a number of community engagement initiatives.

There are a range of good practice initiatives that we encourage the Warwick Disaster District to share across the sector.



Warwick District Disaster Management Group health check participants: South West Region EMC Tracey Brown, QFES Warwick Area Commander Inspector Hemmo de Vries, Southern Downs Regional Council DMO Pia Fletcher, Goondiwindi LDMG Chair Cr Rick Kearney, Goondiwindi Regional Council Manager, Disaster Management and Operational Support, Teresa Pflingst, former Warwick District XO and now Toowoomba XO Sen Sgt Craig Berry and Warwick District XO Sen Sgt Des Niejens.

Disaster Management Officer Forum in Townsville

It is my pleasure to advise that the third annual Disaster Management Officers' Network Forum has been locked in for May 9-11 in Townsville.

Following on from previously successful forums in Cairns and Mackay, the program for this year's Townsville event is currently being developed by a working group comprising staff from my Office and key disaster management officers representing the diverse range of councils in Queensland.

The forum is open to local government staff in Queensland with a role or responsibility involving disaster management.

As with past years, my Office will fund accommodation, meals and conference costs with councils having to only fund travel to and from the event and any participant incidentals.

The working group has already made significant progress in the development of this year's program and I would like to take this opportunity to thank working group members for their involvement. They are: Dave Mazzaferri (Livingstone), Ian Fell (Cairns), Wayne Preedy (Townsville), Teresa Pfingst (Goondiwindi), Klynt Oberto (Brisbane), Mike Lollback (LGAQ), and Julie Davies (Balonne).

A draft forum program and instructions regarding registration will be sent out to DMO Network members as soon as possible. In the interim, any queries can be directed to Phil Nickerson on 0431 500 909 or at phil.nickerson@igem.qld.gov.au.

Research Framework Gathering Momentum

The Research Framework continues to gain momentum.

Our Community of Practice (CoP) is growing and we have been using the expertise to develop collaborations and support discussions between agencies and researchers.

Some key sector identified research gaps that we are progressing at the moment include: urban land use planning; the role of the media during disasters; ways to support critical decision-making during operations; fatigue and stress management; and domestic pets and assistance animals during emergencies.

We are also about to commence some exciting work with Indigenous communities across Queensland. The Dreamtime Project will look at what we can learn from intergenerational stories and art work that have captured disaster impacts and environmental change. Stories of the 'renewal of place' can give us a different perspective on local risks, community and environmental resilience.

Importantly, we are in the final stages of developing the online research platform to support collaborations, discussions and the sharing of research across the sectors.

Please remember the DM Research Framework is driven by you. If you have any research questions or would like to talk to us about the expertise in our CoP, please contact my Office.

IGEM-QUT Environmental Recovery Project



Pictured at the Environmental Recovery Seminar presentation: 2017-18 IGEM-QUT intern Alexandria Volling, QUT Earth Science Discipline Leader Assoc Prof Scott Bryan, Inspector-General Emergency Management Iain MacKenzie and IGEM intern supervisors Nicola Moore and Dr Allison Rifai.

We have just had the pleasure of hosting our third IGEM/QUT Intern for a 10-week period over summer.

This year's intern - Alexandria Volling - has looked at the challenges and opportunities that exist in the environmental recovery space within Queensland.

The topic was raised by the sector through the DM Research Framework and has identified some exciting opportunities for peer driven improvement in the areas of governance, stakeholder engagement, funding and metrics.

Alexandria delivered the results of her project in a presentation to stakeholders this week.

If you would like further details on the project or the Intern Program, please contact my Office.

Australian Vulnerability Profile Workshop Update

Thank you again to those of you who participated in the EMA-IGEM workshop on 8-9 November last year to help shape the Australian Vulnerability Profile (AVP): What makes Australia vulnerable to disaster when severe to catastrophic events impact what people and society value?

By now you should have received a report compiled from workshop outcomes and resulting raw data. This data, along with data from other states, is now helping to shape the AVP.

An initial outline is to be presented by the Attorney-General's department at the next Australia New Zealand Emergency Management Committee (ANZEMC) meeting.

Can I encourage workshop participants to review the workshop report and provide feedback to EMA.

Once again, thank you to all who have been involved with this project.

IGEM Office relocation

As some of you may already be aware, my Office has relocated from One William Street to Floor 26 at 111 George St.

Despite the move, all of our telephone numbers and other contact details remain the same. Accordingly continue to contact us the way you have always done.

Latest on the Recovery Review

In September last year my Office commenced a review of recovery arrangements to assess the efficiency and effectiveness of recovery governance.

The review includes an assessment of any gaps in that governance in a bid to lead to better local level community recovery and outcomes.

The review collected Stories of Recovery through focus groups and individual interviews involving 113 stakeholders, 16 local councils and representatives from 18 agencies and organisations.

Overall, the collection methods uncovered stories that reflected the pride people have in their efforts to recover. These feelings reflected the depth of commitment evidenced in many locations and that for many stakeholders, recovery was deeply personal.

The draft report will be circulated to stakeholders for consultation in the coming weeks.

Following consultation, the results of the review will be shared with the sector to ensure the best possible recovery practices and arrangements are put in place to support all Queenslanders.

IGEM Customer Satisfaction Survey

My Office has once again commissioned Kantar Public, an independent market research company, to conduct our annual customer satisfaction survey. The survey is seeking the views of State and Local Government disaster and emergency management stakeholders about our services and activities. The results will help us drive service improvement, stay customer focussed and build a strong service culture.

Many of you will soon receive an email with a link inviting you to participate in the survey. As a valued stakeholder, your views are important to us and we would greatly appreciate receiving your feedback.

I encourage you to complete the survey as it will help us identify how we may better support you to strengthen emergency management in Queensland.

EMAF to be Refreshed

The final update for now is to let you know that we are commencing work on refreshing the Emergency Management Assurance Framework (EMAF).

With the Standard having been first introduced in 2014, it is timely to ensure it remains contemporary and enables the continued improvements we have seen since. Be assured it is not the intent of the project to make any major changes to the EMAF and Standard for Disaster Management that will impact on you and your business but rather look at improvements that will lead to a better understanding of the Standard in Queensland. The work will include the development and refinement of more supporting tools.

The success of the Standard to date is largely due to your original contributions through the co-design process we utilised. Our approach to the refresh will reflect that approach – the Standard must meet the needs of the sector and be owned by those who work in and understand Queensland's arrangements.

We will be seeking your involvement in this refresh and I hold high hopes for the outcomes of this work as I believe it presents a real opportunity to make a difference for disaster management practitioners on the ground through a better understanding and application of the Standard.

Until next time.

Iain MacKenzie

Inspector-General Emergency Management

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