



# IGEM *Connect*

Inspector-General Emergency Management

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Welcome to the latest edition of *IGEM Connect*.

Can I start by extending my heartfelt thanks for the many expressions of good wishes I received during my recent time away on extended medical leave. To say I was overwhelmed would be an understatement.

I would also like to take this opportunity to recognise Kathy Parton for so ably stepping into my role during this time. Kathy ensured the disruption caused by my time away was kept to a minimum and that business continued as strongly and efficiently as usual. Thank you, Kathy.

And can I extend my sincere appreciation to the excellent staff in my Office who diligently went about seeking to achieve our vision of being a catalyst for excellence in emergency management.

Central to achieving that vision has been a deep commitment by those in my Office to engaging and listening to stakeholders from across the sector in all that we do. It was particularly pleasing then to see this commitment embraced so strongly during my absence.

A good example of this high level of thorough and genuine engagement was demonstrated in our work to refresh the Emergency Management Assurance Framework.

I will provide a brief update on the EMAF Refresh a little further on in this edition but in the interim, let me share a few consultation statistics that my Office has collated.

Thus far, for the EMAF Refresh alone, my Office has engaged with 100 representatives and content experts from 24 key Federal, State, local, tertiary and not for profit agencies.

Collectively, this consultation has yielded an averaged 620 hours of workshopping regarding the proposed EMAF refresh; 307 hours of direct face-to-face interviews and discussion; 51 hours of telephone engagement; and 89 hours of surveying.

Together, this is conservatively about 1067 hours of collective engagement thus far in just one of our many initiatives. And we're not finished yet!

I am committed to ensuring that this cornerstone of comprehensive engagement continues across the gamut of work of my Office and look forward to what the immediate future holds more broadly for disaster management in Queensland.

## Disaster Management Lexicon for Queensland Published

For some time now, my Office has been facilitating an important project, namely the development of a Disaster Management Lexicon for Queensland.

The aim of the project has been to establish a clear standard for common language within the Queensland disaster management sector.

After some considerable effort from both staff from my Office and a number of stakeholders from across the sector, I am pleased to report that the first iteration of this document has been to both the Minister for Fire and Emergency Services Craig Crawford and the Queensland Disaster Management Committee and is now available on [www.igem.qld.gov.au](http://www.igem.qld.gov.au).

I would like to particularly thank the members of the Lexicon Working Group, representing a cross-section of the Queensland disaster management arrangements, for their hard work in pulling this initial document together.

The work isn't over yet though. Consistent with the approach adopted Federally, the Queensland Disaster Management Lexicon will be a 'living document' and as such will remain open to feedback and adaptation from disaster management practitioners and policy makers and will undergo regular reviews.

A number of current projects involving my Office and agencies across the sector have already highlighted the potential to influence definitions of existing terms and lead to the creation of new definitions for inclusion in future iterations of the Lexicon.

The next round of work to consider these potentially new and updated definitions is likely to commence next month.

In the interim, my Office and the Lexicon Working Group will continue to work on the Emergency Management Australia Glossary review through the Australian Institute of Disaster Resilience (AIDR), with our interstate colleagues.

## EMAF Refresh update

The refresh of the Emergency Management Assurance Framework (EMAF) continues to progress strongly, with a draft consultation paper scheduled to be released in coming weeks.

For those of you who are unfamiliar with this project, my Office is seeking to refresh the Framework to ensure it remains contemporary; it enhances supporting tools such as the Prioritisation Tool; highlights gaps and amendments from lessons identified; and refreshes the Standard for Disaster Management in Queensland.

To achieve this, we established a number of technical working groups to provide advice on specific elements of the Framework, with each technical working group comprising a broad range of representatives and content experts from State agencies, local government, government owned corporations, not-for-profit and non-government organisations.

Workshops involving all technical working groups have been undertaken, along with further consultation involving content experts from across the State and all tiers of government and NGO sector.

Involving approximately 100 stakeholders, this consultation provided invaluable input and technical expertise to ensure the Standard and the Framework remain relevant and accessible for the sector.

Following the workshops and consultation, the project team has been busy analysing, testing and incorporating your feedback into a draft of the refreshed EMAF and Standard for Disaster Management.

Your input has shaped and influenced what we believe will be much easier to understand and apply version of the EMAF and the Standard.



*Some of the participants whiteboarding at the EMAF Refresh Risk Workshop.*

We hope to have a draft of the revised Framework and Standard out to you shortly for further comment.

Again, my thanks to all who have contributed to this very important piece of work.

## Disaster Management Plan Assessments

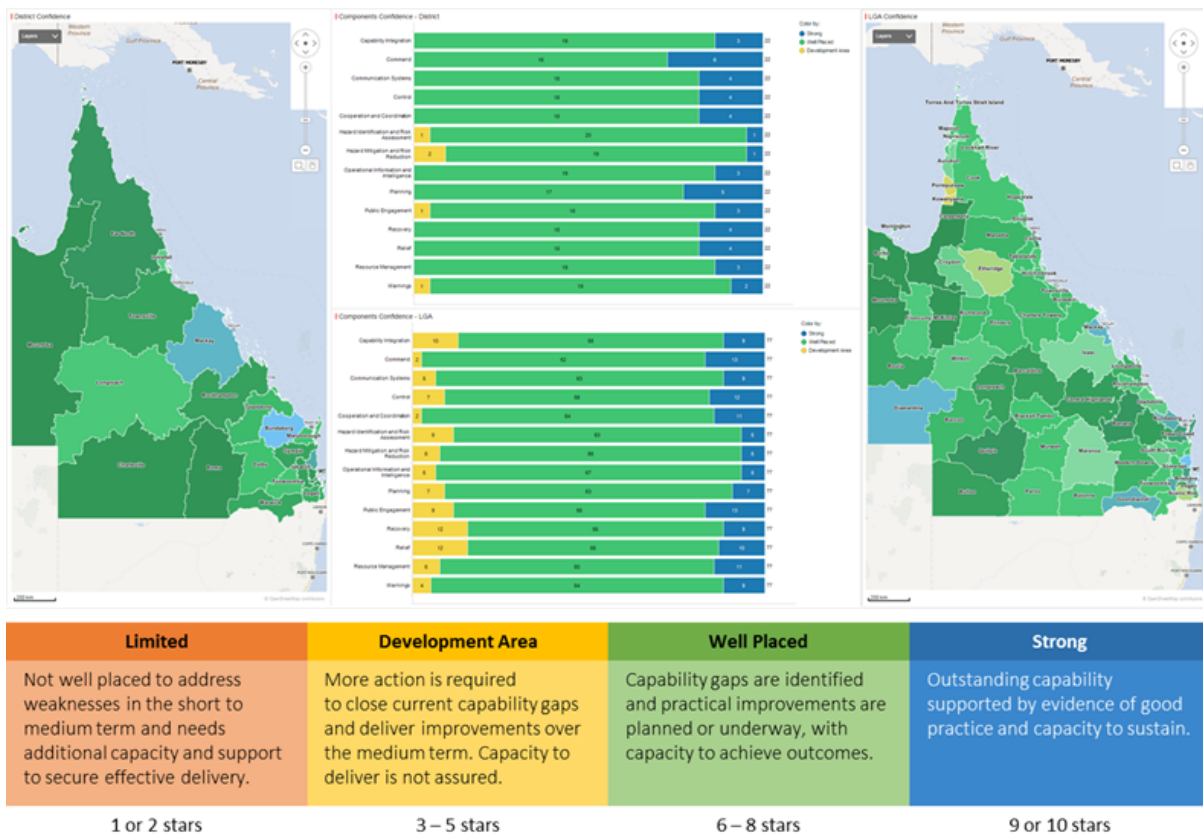
My Office is once again beginning to assemble the results of the annual review of effectiveness of plans by local and district groups.

Over the past two years, we have modified the agreed process to provide more flexibility to groups for completing their plan assessments. Assessors can now choose to complete the online survey to reflect the current level of effectiveness of their plan or elect to maintain their assessment from 2017 or 2016 and provide evidence from a recent event, exercise or major improvement project, showing their plan delivers its intent.

An increasing number of groups are choosing to maintain their previous reported assessments and have submitted evidence demonstrating their plans are effective. We are taking this transition into account as we plan for future disaster management plan assessment processes. Next year will likely see the introduction of a refreshed Standard, as I noted earlier in this edition of IGEM Connect. As always, we will consult widely with the sector to ensure any future process for local governments, district groups and ourselves to carry out legislative responsibilities for the review of plans and arrangements, is as efficient, effective and easy as possible.

Meanwhile, we have introduced a new perspective on disaster management plan assessments this year through the Analysis Dashboard. The Analysis Dashboard combines the last three years of disaster management plan self-assessment results with population, local government revenue, and disaster activation data. It visually presents this information, making it easier for us to identify trends in disaster management plan assessments over time.

If you have access to the IGEM Collaboration Zone, you can access the analysis dashboard online.



*A snapshot of the Analysis Dashboard. Represented is self-assessment gradings for districts and local government areas.*

## Lessons Management Program Update

Since the last edition of *IGEM Connect*, significant progress has been made in delivering the first stages of the Lessons Management Program (LMP).

A working group has been established with sector and IGEM representatives to co-design a fit-for-purpose Lessons Management Program for Queensland. Two of six workshops have been facilitated with this working group enabling the development of the first stages of the LMP.

Regular readers of *IGEM Connect* would be aware that my Office’s review of arrangements associated with Tropical Cycle Debbie last year identified the need for a sustainable improvement program for the disaster management sector in Queensland.

In response to the review’s recommendations, we were tasked by the Government with implementing a system-wide lessons management program.

Through these initial stages of developing the program, it has become clear that comprehensive engagement will be key to the program’s success and sustainability.

To address this need, my Office and representatives from the working group have begun a range of engagements - including XO, EMC and DMO forums - to educate, involve and empower as many within these groups as possible.

This strong focus on engagement will continue across all levels and areas of the sector as further workshops are undertaken and developments made. It is also our intent to ensure that the sector is fully represented and consulted during each stage of development.

Program information, developments and working group member details are available on the Collaboration Zone, while future online discussion will be undertaken through the Basecamp platform.

### Capability Review for Mount Isa

Planning for the Mount Isa District Capability Review has commenced, with initial meetings scheduled to take place this month.

Following on from similar reviews in Townsville and Mackay and a pilot in Warwick, disaster groups within the Mount Isa Disaster District will be assessed on their ability to deliver effective disaster management outcomes, measured against the Standard for Disaster Management in Queensland.

The review will focus on the Mount Isa District Disaster Management Group and local disaster management groups in Boulia, Burke, Carpentaria, Cloncurry, Diamantina, Doomadgee, McKinlay, Mount Isa, and Mornington Island.

Consistent with previous reviews, the capability review will not make an assessment on past performance but rather focus on strengths and development areas in the context of the anticipated future risk environment, specifically within the Mount Isa Disaster District.

An integrated improvement strategy will be developed as part of the capability review. My Office intends to finalise the review after the 2018-19 wet season.

### This Year's GovHack Challenge

Through a number of previous emergency management reviews, I have highlighted the importance of sharing information in disasters. In line with the Government's commitment to sharing data, my Office is very much committed to encouraging advances in this area.

Over the past few years we have annually put up a challenge to GovHack - an open data hackathon, run annually by volunteers and focussed on unlocking the value in open data published by government.

We have done this because the national competition provides an opportunity for those outside the disaster management sector to think about our challenges in innovative ways and use Open Data to bring potential solutions from a fresh perspective. In previous years teams have used Facebook Messenger to help people evacuate safely away from risks and derived their own fire danger rating for local areas.

This year the annual Open Data competition was held on the weekend of 7 - 9 September. Over 46 hours of this year's GovHack, teams, fuelled by nothing more than pizza and coffee, competed to create a project page, proof of concept and a video that tells the story of how government data can be reused.



*GovHack participants in the Brisbane hub at the University of Queensland's Engineering Building.*

This year's challenge was around resilience - 'How might we understand what makes communities strong in disasters?' We have a lot of data about which disasters happened where and when, but what about the collective experience of the communities that are impacted, particularly on an individual level? What are the things – both tangible and intangible – in these communities that make them strong and able to recover well from disaster events?

Story-telling is a powerful tool in building a strong and capable community, allowing new community members to learn from people who have lived through the disasters before they arrived. How can we let people share those stories, and connect them with the technical data that we already have?

As I write, the competition is over, and judging is underway. Whatever the outcome, there is a new group of Queenslanders who are now more aware of the importance of community resilience. The sector may gain a cutting-edge idea out of it as well.

## Research Framework Progress

Collaborations between researchers and our sector have expanded rapidly under the Research Framework.

The Researcher Register now has more than 140 Queensland researchers, with architects, engineers, economists, creative industries and journalism/communications specialists joining the Community of Practice.

Later this month I will Chair the inaugural meeting of the Research Advisory Group, which will allow my Office to further build and implement the Research Framework.

Underpinning our Community of Practice will be a dedicated page on the online platform Basecamp, which will include research resources and information, a space for discussion and news from disaster and emergency management research centres across the world. We have also started a Research Framework LinkedIn Group to share our engagement with researchers and peers in real time.

From a research project perspective, my Office is either singularly or jointly funding a number of initiatives, including an exciting project examining how Indigenous Communities use intergenerational Dreamtime and Creation stories to share learnings about disasters and adapting to the environment.

Another key initiative which my Office is jointly funding with the Bushfire and Natural Hazards CRC and other partner agencies is a multi-pronged project looking community engagement in disaster preparation.

Driven by the Queensland University of Technology and University of Southern Queensland under the auspices of the BFNHCRC, the project will lead to the development of a community preparedness competency index which will allow end users and agencies to identify where a community falls within the continuum of competence.

The project will also deliver an index of the most effective household preparedness activities and a tool to help end-users to understand, build, maintain and evaluate community relationships for disaster preparedness.

In addition, the project will develop toolkits for end-users to facilitate community engagement implementation and evaluation, and to also sustain relationship-based community engagement.

I believe this will prove to be fillip for disaster management officers and other coalface disaster management practitioners in Queensland and I look forward to seeing the project's development

The work is also a natural progression on a strong volume of work undertaken by Griffith University for my Office involving a benchmark, environmental scan, policy mapping and needs analysis regarding community preparedness in Queensland. I will detail the outcome of this work in the next edition of *IGEM Connect*.

### New Annual Report

And to conclude, I am pleased to advise that IGEM's 2017-2018 Annual Report has been finalised.

It can be found on our website at [www.igem.qld.gov.au/reports-and-publications/annual-reports/Pages/Annual-Report-2017-18.aspx](http://www.igem.qld.gov.au/reports-and-publications/annual-reports/Pages/Annual-Report-2017-18.aspx)

Until next time.

**Iain MacKenzie**

**Inspector-General Emergency Management**

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