

The role of the Inspector-General Emergency Management

The Inspector-General Emergency Management (IGEM) is tasked with ensuring the best possible whole-of-government and whole-of-community arrangements to deal with emergencies and disasters.

To support this commitment to disaster management excellence, the Office of the IGEM has developed an Emergency Management Assurance Framework.

The framework is a crucial part in the revitalisation of disaster management in Queensland and the Office of the IGEM has worked closely and thoroughly with stakeholders and disaster management experts in its development.

Over 70 stakeholders have been involved in this work, from across all three levels of government including local governments from the far north, far west and south east regions of Queensland as well as non-government organisations and government-owned corporations

The Office of the IGEM's approach of building and crafting the framework from the ground up with stakeholders ensures its relevance and value in fostering disaster management excellence in Queensland.

Queensland Emergency Management Assurance Framework

The framework has three parts (see Fig.1 overleaf) and is based on existing legislative responsibilities as prescribed in the *Disaster Management Act 2003*. The application of the framework enables agencies and disaster management groups to ensure their responsibilities are being met and to demonstrate that this is the case.

Part 1 Key principles

The framework is underpinned by four key principles that promote accountability within Queensland's disaster management arrangements.

1. Leadership – The foundational principle of leadership is demonstrated at all levels through a commitment to a shared culture of disaster management excellence. Strategic planning within the context of resources and risks, underpins clear decision making and planning to achieve outcomes.

2. Public Safety – Public safety is the primary driver for continually improving Queensland's disaster management arrangements. These arrangements are delivered through effective disaster management groups where policy,

procedure and practice all focus on safety of the public, engaging stakeholders and sharing responsibility.

3. Partnership – Everyone has a role to ensure Queensland is the most disaster-resilient State. Strategic partnerships that are well-governed drive clear roles and responsibilities promoting true collaboration to improve disaster management outcomes.

4. Performance – A culture of performance drives disaster management outcomes where productivity and effectiveness are measured by a combination of quality, quantity, cost, time or human relationships. Performance is monitored and analysed against the Standard, lessons are identified and learnings embed good practice across the spectrum of prevention, preparedness, response and recovery.

Part 2 The Standard for Disaster Management in Queensland

The framework establishes the Standard for Disaster Management in Queensland which is founded on six shared responsibilities, good practice and clear accountabilities.

The shared responsibilities cover the spectrum of disaster management facets in Queensland and include hazard identification and risk assessment, hazard mitigation and risk reduction, preparedness and planning, emergency communications, response, and relief and recovery.

These shared responsibilities are based on good practice attributes; arrangements are adaptable, scalable, offer value for money, are interoperable, and are comprehensive. Shared responsibilities are captured against the Standard under the accountabilities of governance, doctrine, enablers, capability and performance and assessed and measured through surveys, monitoring, post-event evaluation, exercise evaluation, and formal reviews.

Part 3 Assurance activities

The framework includes a three-tiered structure of assurance activities. These include self-assessments aimed at reducing red tape and allowing stakeholders to gauge their own effectiveness, through to independent reviews conducted by the Office of the IGEM. Assurance activities enable the identification of good practice and improvement opportunities, both of which will be shared as an essential part of this continuous improvement approach.

Fig.1 Queensland Emergency Management Assurance Framework

Principles

Leadership
Leadership at all levels is demonstrated through a commitment to a shared culture of disaster management excellence. Strategic planning, within the context of resources and risk, underpins clear decision making and planning to achieve outcomes.

Public safety
Queensland’s disaster management arrangements are delivered through effective disaster management groups where policy, procedure and practice all focus on safety of the public, engaging stakeholders and sharing responsibility.

Partnership
Everyone has a role to ensure Queensland is the most disaster-resilient State. Strategic partnerships are well-governed, drive clear roles and responsibilities, and promote true collaboration.

Performance
Productivity and effectiveness are measured by a combination of quality, quantity, cost, time or human relationships. Performance is monitored and analysed against standards and good practice across the spectrum of prevent, prepare, respond and recover.

Standard for Disaster Management in Qld

Shared responsibilities

Hazard Identification & Risk Assessment	Hazard Mitigation & Risk Reduction	Preparedness & Planning	Emergency Communications	Response	Relief & Recovery
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Key outcomes

Good practice attributes
The attributes that enable and indicate the quality of the outcome

- Solutions, programs or systems are **scalable** and can be applied in any size or type of event
- Systems and solutions are **interoperable** and able to operate seamlessly
- Solutions, programs or systems are **adaptive** and flexible to the needs of the stakeholder
- Solutions, programs or systems can demonstrate **value for money**
- Solutions, programs or systems are **comprehensive** and consider all phases of disaster management

Accountabilities
The area assessed against the ability to deliver the outcome

- Governance** arrangements support local needs
- Doctrine** is in place that embeds common language, creates unity and clear purpose
- The required **enablers** such as systems, resources, information and technologies are developed and maintained
- The required **capability** is established, tested and maintained
- Performance** is measured, reported and managed to drive continuous improvement

Assurance Tiers

Assurance activities
The activities undertaken to validate performance

Tier One activities
e.g. Self-assessment

Tier Two activities
e.g. Peer review, exercise evaluation

Tier Three activities
e.g. IGEM-led review or post event analysis

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