

2014

**ANNUAL
REPORT**

2015



**Queensland
Government**

Purpose of the report

This annual report provides information about the financial and non-financial performance for 2014-15 for the Office of the Inspector-General Emergency Management.

Public availability of report

This annual report can be obtained in paper form by calling 13 QGOV (13 7468) or online (www.igem.qld.gov.au/reports-and-publications/annual-report.html).

Enquiries and further information

For enquiries or further information about this annual report, please contact the Director, Performance, Strategy Division, Public Safety Business Agency, telephone number: (07) 3364 3049 or email CorpServ.AnnualReport@psba.qld.gov.au.

Feedback

Feedback is important for improving the value of future reports. We welcome your comments about this annual report which can be made through the *Get Involved* website: www.qld.gov.au/annualreportfeedback.

Other languages and formats



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Attribution

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ISSN: 2205-6548

Office of the Inspector-General Emergency Management



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Letter of compliance

14th September 2015

The Honourable Jo-Ann Miller MP
Minister for Police, Fire and Emergency Services and
Minister for Corrective Services
Level 24, State Law Building
50 Ann Street
BRISBANE QLD 4000

Dear Minister

I am pleased to present the 2014-15 annual report and financial statements for the Office of the Inspector-General Emergency Management.

I certify that this annual report complies with:

- prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

The annual report requirements checklist is located in the appendices of this report.

Yours sincerely



Iain S MacKenzie AFSM
Inspector-General Emergency Management

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Content on consultancies, overseas travel and the *Queensland Language Services Policy* has been published on the Queensland Government Open Data Portal (www.data.qld.gov.au/).

Inspector-General's message

The 2014-15 financial year represented a period of significant achievement for the Office of the Inspector-General Emergency Management (IGEM).

Despite only formally being established as a public service office on 1 July 2014, my office has made significant headway under our vision of becoming a catalyst for excellence in emergency management in Queensland.

Underpinning the achievements of 2014-15 has been the development and release of the Emergency Management Assurance Framework and introduction of Queensland's first Standard for Disaster Management.

The ground-breaking Standard establishes the performance requirements for all entities involved in disaster management and forms the basis of Assurance Activities undertaken by the Office of the IGEM.

Central to the development of the Framework and Standard, and the majority of the Office of the IGEM's significant outputs during 2014-15, has been a deep commitment to ground up consultation with stakeholders.

Through a comprehensive Communication and Engagement Strategy and supporting Stakeholder Engagement Framework, I and staff from my office visited many parts of the state during the year, establishing a wide-ranging series of mechanisms and initiatives to ensure stakeholder knowledge, needs and requirements are pivotal in all that we do.

This strong commitment to engaging and partnering with stakeholders was evidenced in our key achievements for the year, which included:

- an evaluation of the governance and doctrine of emergency management training and exercise arrangements in Queensland, comparing them with existing practices in other jurisdictions and sectors, to identify gaps and issues that warrant further review
- exploration of opportunities for greater interoperability across the disaster management sector regarding information sharing
- a review and assessment of the effectiveness of disaster management plans at district and local levels and the introduction of a single assessor, 'review by exception' approach which reduced the impost on stakeholders
- monitoring and supporting work to implement a number of recommendations from the Queensland Floods Commission of Inquiry (2012)
- commencement of the development of a statewide network for disaster management officers and local disaster coordinators to create a vehicle for positive sector change and continuous improvement
- development and commencement of implementation of a customer relationship management system to facilitate ease of access to the Office of the IGEM for stakeholders
- establishment of a memorandum of understanding with the Queensland University of Technology involving a range of initiatives including a student intern placement with the Office of the IGEM, to develop tertiary disaster management excellence.

In addition, a program of reviews was completed by my office in 2014-15 and provided to the Minister for Police, Fire and Emergency Services and Minister for Corrective Services.

The reviews were:

- a review of cyclone sheltering arrangements for storm surge and cyclones against the Standard for Disaster Management in Queensland
- a review of the impact on the community of the Callide Creek flooding event on 20 February 2015, associated with Tropical Cyclone Marcia
- a review of local governments' capability to issue contextualised, fit-for-purpose, consistent and accurate warnings through all phases of events
- a review of state agency integration at a local and district level to understand the drivers for, and barriers to, integration of Queensland Government agencies in Queensland's disaster management arrangements.

Importantly, the evidence-based recommendations arising from our reviews have been strongly embraced. Of the recommendations made in reviews provided to the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, 98.3% were agreed to by entities to which the recommendations applied.

My strong desire is for our findings and recommendations to be considered as opportunities for the delivery of improved outcomes to the community as this is where our collective focus needs to be. In February 2015, we also conducted our first annual customer satisfaction survey and invited more than 300 stakeholders from state and local government entities involved in emergency and disaster management to participate. The survey results revealed 87.8% of stakeholders were either 'satisfied' or 'very satisfied' with the services and advice provided by my office.

My goal for the coming year is to expand on the excellent achievements of 2014-15 and continue to develop close and collaborative working arrangements with stakeholders to bring about real change and enhanced confidence in disaster management in Queensland.



Iain S MacKenzie AFSM
Inspector-General Emergency Management

14th September 2015

OVERVIEW

Public safety portfolio overview

The public safety portfolio, under the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, consists of the Office of the Inspector-General Emergency Management (IGEM); the Public Safety Business Agency (PSBA); Queensland Fire and Emergency Services (QFES); and the Queensland Police Service (QPS). The portfolio structure is designed to support an integrated and collaborative approach to service delivery.



The Office of the Inspector-General Emergency Management

The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides independent assurance and advice to enable confidence in Queensland's emergency management arrangements. It administers Part 1A of the *Disaster Management Act 2003*.

Public Safety Business Agency

PSBA was established on 1 November 2013 under the *Public Service Act 2008* with the renaming of the Department of Community Safety (*Public Service Departmental Arrangements Notice (No.8) 2013*). On 21 May 2014, with the assent of the *Public Safety Business Agency Act 2014*, PSBA was established as a public service office.

PSBA provides strategic and corporate services to Queensland's public safety agencies – the Office of the IGEM, QFES and QPS – allowing them to concentrate on frontline service delivery. It also performs operational functions including Queensland Government Air (QGAir) services, State Government Security and administration of the Blue Card system. PSBA administers the:

- *Public Safety Business Agency Act 2014*
- *State Buildings Protective Security Act 1983*
- *Working with Children (Risk Management and Screening) Act 2000*.

In June 2015, an independent review of the PSBA commenced led by the Public Service Commission. The review is considering the scope, function and structure of the PSBA to ensure it is effectively supporting public safety service delivery to the community, and transparent administration and decision making on critical corporate decisions. The review will involve extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio and relevant external stakeholders. The final report is due by 30 November 2015.

Queensland Fire and Emergency Services

QFES was established as a department on 1 November 2013 under the *Public Service Act 2008* (*Public Service Departmental Arrangements Notice (No. 8) 2013*). QFES is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes Fire and Rescue, Emergency Management, Rural Fire Service Queensland and the State Emergency Service. Through Service Agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland, Royal Life Saving Society Queensland, Australian Volunteer Coast Guard Association and Volunteer Marine Rescue Association Queensland.

It is the role of QFES to provide leadership, mitigation planning and a responsive service to the community. QFES aims to protect persons, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland. QFES administers the:

- *Disaster Management Act 2003*
- *Fire and Emergency Services Act 1990*.

Queensland Police Service

The Police Department was initially established by the *Police Act of 1863* which took effect on 1 January 1864. The QPS works with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours a day, seven days a week, focussed on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently, and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs. The following legislation is administered by the QPS:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Prohibition Order) Act 2008*
- *Child Protection (Offender Reporting) Act 2004*
- *G20 (Safety and Security) Act 2013*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Public Safety Preservation Act 1986*
- *Queensland Police Welfare Club Act 1970*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*.

Machinery-of-government changes

On 1 July 2014, responsibility for the administration of the Blue Card system transferred to PSBA including administration of the *Working with Children (Risk Management and Screening) Act 2000*.

In addition, corporate and business services, and education and training functions transferred to the PSBA from the QPS on 1 July 2014.

For 2014-15, PSBA administered the emergency helicopter services on behalf of Queensland Health. The emergency helicopter services include Community Helicopter Providers, the contracted service for the Torres Strait, the agreement with North Queensland Helicopter Rescue Service and the agreement with the external auditor Flight Safety.

Public safety portfolio committees

Within the public safety portfolio, each agency has its own corporate governance structure (refer pages 23-24). In addition, there are two portfolio-wide corporate governance bodies – the Public Safety Portfolio Audit and Risk Committee, which provides independent assurance on risk, control and compliance frameworks and ensures the portfolio’s operations are carried out efficiently, effectively and economically, and the Public Safety Portfolio Innovation Committee, which promotes innovative ideas.

A further committee, the Public Safety Executive Coordinating Committee supports coordination and collaboration across the public safety portfolio. This is not considered a decision making committee as each committee member remains accountable for his or her decisions as an accountable officer and the committee has no authority to override the decision making authority of its individual members.

Public Safety Portfolio Audit and Risk Committee
<p>The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury’s <i>Audit Committee Guidelines: Improving Accountability and Performance</i>.</p> <p>The committee governs audit and risk matters for the public safety portfolio agencies. It provides independent assurance and assistance through prompt and constructive reports directly to each accountable officer in the portfolio, particularly when issues identified present material risk or threat to the portfolio.</p> <p>The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member, with a second external member. The Chair may invite or give approval for other persons to attend a committee meeting.</p> <p>The committee meets quarterly and met on four occasions during 2014-15.</p> <p>The independent external Chair received \$8,250 (including GST) in remuneration for services provided in 2014-15. The second external member received \$1,650 (including GST). There were no other on-costs.</p>
Committee members
<ul style="list-style-type: none"> • Graham Carpenter, Chair (external member) • Ian Stewart APM, Commissioner, QPS represented by Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance, QPS • Katarina Carroll APM, Commissioner (Acting), QFES represented by Russell Neuendorf, Executive Director, Operational Service Improvement and Performance, QFES • Iain MacKenzie AFSM, Inspector-General Emergency Management • Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA • Marita Corbett (external member)
Achievements
<p>During 2014-15, the committee:</p> <ul style="list-style-type: none"> • reviewed various audits and risks for the public safety portfolio • endorsed the 2015-2016 Annual Audit Plan incorporating the Internal Audit Strategic Plan 2015-2018 • oversaw the delivery of the Approved 2014-2015 Annual Audit Plan • considered financial, operational and performance recommendations presented by PSBA Internal Audit and the Queensland Audit Office.

<p>Public Safety Portfolio Innovation Committee</p> <p>The purpose of the Public Safety Portfolio Innovation Committee is to provide leadership for innovative ideas and initiatives to create cross portfolio value and improve public safety.</p> <p>The objectives of the committee are to accelerate innovative ideas and initiatives across the portfolio and build a climate of innovation within the portfolio.</p> <p>The committee held its inaugural meeting on 1 August 2014. Meetings are held quarterly and four meetings were conducted in 2014-15.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Kelvin Anderson PSM, Chief Executive Officer, PSBA (Chair) • Ian Stewart APM, Commissioner, QPS • Katarina Carroll APM, Commissioner (Acting), QFES • Iain Mackenzie AFSM, Inspector-General Emergency Management
<p>Achievements</p> <p>In 2014-15, the committee approved:</p> <ul style="list-style-type: none"> • the Terms of Reference • the Portfolio Innovation Framework • the development and pilot of a challenge based approach to innovation • a communication plan for innovation reward and recognition • a portfolio innovation scholarship. <p>The committee funded the following pilot projects and proofs of concept:</p> <ul style="list-style-type: none"> • Supply Chain and Asset Management Proof of Concept (QFES) • Electronic Brief Management System Pilot project (QPS) • testing and evaluation of 'Cruiser Interactive' technology to support operations and disaster management (QFES and QPS) • pilot of augmented reality tool to assess feasibility.
<p>Public Safety Executive Coordinating Committee</p> <p>The Public Safety Executive Coordinating Committee helps guide the public safety portfolio, particularly in the areas of strategy, policy and service delivery, to ensure the portfolio continues to deliver the outcomes and benefits required by the state.</p> <p>The committee meets fortnightly and held its inaugural meeting on 28 July 2014. During 2014-15, the committee met on 18 occasions.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Kelvin Anderson PSM, Chief Executive Officer, PSBA • Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA • Ian Stewart APM, Commissioner, QPS • Katarina Carroll APM, Commissioner (Acting), QFES • Iain MacKenzie AFSM, Inspector-General Emergency Management
<p>Achievements</p> <p>Achievements for 2014-15 include:</p> <ul style="list-style-type: none"> • endorsed the Terms of Reference • developed communication channels to improve cross portfolio operations and performance.

About the Office of the Inspector-General Emergency Management

The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003* to support confidence in Queensland's emergency management arrangements. It does this by reviewing and assessing Queensland's disaster management arrangements for opportunities to improve community outcomes.

As a result of Queensland's geography and climate, Queensland will continue to experience significant natural disasters, with flooding and tropical cyclones (including storm tide and cyclonic winds) among the most damaging natural hazards.¹

Disaster management within Queensland is predicated on local capability and capacity, supported and augmented through a scalable, responsive model. The model builds upon the availability and coordination of support at local, district, state and national levels. The success of the system relies on the political, bureaucratic and command systems working collaboratively and cooperatively to contribute to outcomes that benefit the community.

The Office of the IGEM's vision, outlined in its strategic plan 2014-2018, is to be a catalyst for excellence in emergency management. Its purpose is to enable confidence in Queensland's emergency management arrangements.

Under the *Disaster Management Act 2003*, the functions of the Office of the IGEM include:

- regularly review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation
- regularly review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management plans
- regularly review and assess cooperation between entities responsible for disaster management in the state, including whether the disaster management systems and procedures employed by those entities are compatible and consistent
- make disaster management standards
- regularly review and assess disaster management standards
- review, assess and report on performance by entities responsible for disaster management in the state against the disaster management standards
- work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteer capabilities
- monitor compliance by departments with their disaster management responsibilities
- identify opportunities for cooperative partnerships to improve disaster management outcomes
- report to, and advise, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services about issues relating to the abovementioned functions.

The Office of the IGEM provides independent assurance and advice about Queensland's emergency management arrangements and authoritative reporting to enhance accountability and improve outcomes for the community.

The Office of the IGEM has established the Standard for Disaster Management in Queensland, which forms part of the Emergency Management Assurance Framework. The Office undertakes targeted reviews and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements.

¹ Historical analysis of natural hazard building losses and fatalities for Queensland 1900-2011 October 2012. Found at: <http://disaster.qld.gov.au/Disaster-Resources/Documents/Historical%20analysis%20of%20natural%20hazard%20building%20losses%20and%20fatalities%20for%20Queensland%201900-2011.pdf>

The Office of the IGEM reviews and assesses disaster management arrangements in Queensland with a focus on a risk based approach, including undertaking reviews that may arise from future disaster events. The Office of the IGEM promotes innovation, interoperability, consultation and knowledge transfer across the emergency management sector.

Objectives

The Queensland Government will work closely with all Queenslanders to deliver its objectives for the community of:

- creating jobs and a diverse economy
- delivering quality frontline services
- protecting the environment
- building safe, caring and connected communities.

Integrity, accountability and consultation underpin everything the Queensland Government does.

The Queensland Plan is the community's 30-year vision for the state. The Queensland Government's Interim Response (the Interim Response) outlines the key services, programs and partnerships that will help improve Queenslanders' way of life today and proactively position Queensland for the future. *The Queensland Plan* and the Interim Response are available online (www.queenslandplan.qld.gov.au/).

The Interim Response supports the Queensland Government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision. The Office of the IGEM's policies, programs and services align with the Interim Response.

The Office of the IGEM's strategic objectives, as identified in its Strategic Plan 2014-2018, contribute to the government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services.

The Office of the IGEM's objectives and strategies are:

1. *To provide independent assurance and advice about emergency management arrangements in Queensland*
 - 1.1 Develop, implement and validate outcome based standards across prevention, preparedness, response and recovery in collaboration with stakeholders
 - 1.2 Provide rigorous oversight that maps and clearly defines accountabilities and shared responsibilities across emergency management
 - 1.3 Provide independent, evidence based advice
 - 1.4 Set a forward program of work to provide clear direction on areas of focus for stakeholders.
2. *To provide authoritative reporting that is used by the emergency management sector to fulfil accountabilities and improve outcomes for the community*
 - 2.1 Design and implement a suite of assurance activities, tools and processes that are valued by stakeholders and enable transparent monitoring, evaluation and reporting
 - 2.2 Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes
 - 2.3 Collaborate with agencies to facilitate solutions and drive a culture of continuous improvement and excellence.
3. *To drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise*
 - 3.1 Establish trusted partnerships that promote innovation, interoperability and knowledge transfer across the emergency management sector
 - 3.2 Develop a common lexicon and platforms for engagement that connect stakeholders and enable timely and open communication
 - 3.3 Ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice.

4. *To sustain a highly motivated, competent office that embraces change and is committed to delivering continuous improvement*

- 4.1 Develop capability through targeted, high quality development programs and initiatives
- 4.2 Promote a culture of high performance that models our values
- 4.3 Develop processes and systems that support data management and information sharing to enable quality assurance and continuous improvement
- 4.4 Ensure the value of advice and outcomes is greater than the investment required for implementation.

Further information about the Office of the IGEM's policies, programs and services can be found in Achievements (refer pages 16-21).

Values

The Office of the IGEM's values align with the Queensland Public Service values of:



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy

Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries

Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback

Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency

Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Strategic risks and challenges

- Reducing the barriers to responsive and integrated disaster management for local governments, state agencies and other partners
- Ensuring performance is measured against outcomes
- Gaining acceptance and support for shared responsibilities balanced with clear accountabilities
- Ensuring clear expectations of leadership across the emergency management sector
- Providing valued services to key stakeholders
- Ensuring all stakeholders understand their risks and are taking action to mitigate these risks
- Ensuring the broader disaster management framework remains contemporary.

2015-16 Outlook

In 2015-16, the Office of the IGEM will progress a range of strategies including:

- conducting targeted reviews of disaster management arrangements with a focus on a risk based approach to ensure accountabilities and responsibilities are known, understood and met across emergency management, including undertaking reviews that may arise from future disaster events
- continuing to develop, implement and validate the Emergency Management Assurance Framework in consultation and collaboration with stakeholders to ensure it meets the needs of stakeholders and provides value
- implementing further improvements for assessment of disaster management plans to provide assurance of effective local government disaster management planning
- stimulating innovation across the disaster management sector by facilitating solutions to support interoperability and information sharing that improves disaster and emergency management outcomes

- progressing research and collaborative opportunities with universities and other institutions to ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice
- establishing a statewide network of disaster management officers and local disaster coordinators to create a vehicle for continuous improvement, consultation and collaboration across the sector.

Legislation administered

For details of legislation administered by the Office of the IGEM refer to the Public safety portfolio overview on page 6.

Location

Location and contact details for the Office of the IGEM are included in the appendices of this report.

Partners

The Office of the IGEM works across the emergency and disaster management sector to improve disaster management outcomes for the community by providing independent assurance and advice about disaster management arrangements and collaborating with agencies to facilitate solutions to drive a culture of continuous improvement and excellence across the sector.

The Office of the IGEM works closely with its portfolio partners - PSBA, QFES and QPS – and other Queensland Government agencies including Queensland Health, and the Departments of Transport and Main Roads; Communities, Child Safety and Disability Services; and Infrastructure, Local Government and Planning, and the Bureau of Meteorology. The Office of the IGEM also has strong relationships with its partners in the community including local governments and non-government organisations.

The Inspector-General Emergency Management is committed to maintaining these partnerships by ensuring all communication and engagement activities are based on the four key principles of:

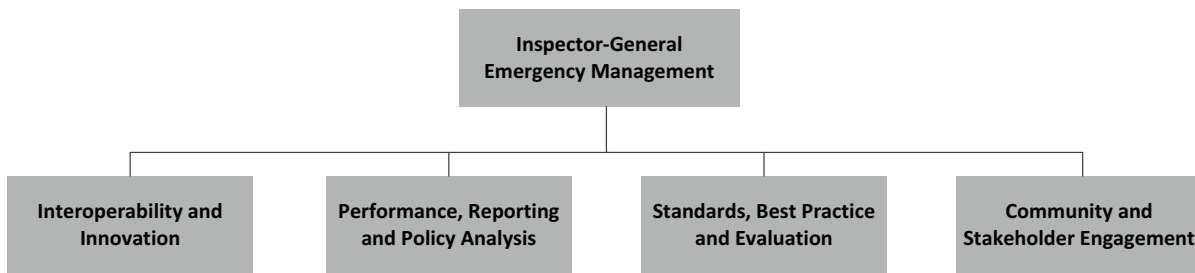
- clear, accurate and timely communication
- accessibility and inclusiveness
- transparency
- measurable outcomes and evaluation.

These principles will enhance partnerships by maximising stakeholder liaison and collaboration.

All engagement activities are guided by the *Stakeholder Engagement Framework* and are undertaken in accordance with the *Stakeholder Engagement Spectrum*, which outlines engagement expectations and parameters for each engagement category – informing, consulting, involving, collaborating and empowering.

Organisation structure

(as at 30 June 2015)



Interoperability and Innovation facilitates programs and solutions designed to help agencies and their information deliver better disaster management outcomes and also leads operational and emergent assessment work.

Performance, Reporting and Policy Analysis is responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office of the IGEM.

Standards, Best Practice and Evaluation is responsible for the development, implementation and evaluation of the Emergency Management Assurance Framework.

Community and Stakeholder Engagement oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public, for the Office of the IGEM.

PERFORMANCE

Key performance measures

The Service Area 'Independent assurance and advice to improve emergency management' provides independent assurance and advice that enables confidence in Queensland's emergency management arrangements.

The Office of the IGEM provides independent assurance and advice about Queensland's emergency management arrangements and authoritative reporting to enhance accountability and improve outcomes for the community.

The Office of the IGEM has established the Standard for Disaster Management in Queensland, which forms part of the Emergency Management Assurance Framework. The Office undertakes targeted reviews and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements.

The table below provides an overview of the key performance measures for the Office of the IGEM for 2014-15.

Service standard	Notes	Strategic Plan	2014-15 SDS	2014-15 Target/ Estimate	2014-15 Actual
Customer satisfaction	1	✓	✓	80%	87.8%
Proportion of recommendations agreed to by entities to which the recommendations apply	2	✓	✓	80%	98.3%

Notes:

1. A minor amendment has been made to this service standard, 'Client' has been replaced with 'Customer'. This service standard is measured as part of an annual survey conducted for the first time in 2014-15. Customers include state and local government stakeholders with a role in disaster and emergency management. This service standard measures overall satisfaction with the Office of the IGEM. Overall satisfaction is measured in terms of satisfaction with aspects of staff performance, timeliness, accessibility, quality, advice given and services provided. It measures the number of respondents who indicated they were either 'very satisfied' or 'satisfied' with the services and advice provide by the Office of the IGEM, represented as a percentage of the total number of responses received.
2. A minor amendment has been made to the name of this measure to provide clarity to the reader, 'entities to which the recommendations apply' replaces 'audited or reviewed entities'. This service standard measures the number of recommendations agreed to by the entities to which the recommendations apply, expressed as a percentage of the total number of recommendations made by the Office of the IGEM. This calculation is based on reports formally provided to the Minister during 2014-15. 'Agreed to' refers to those recommendations which have been accepted by an accountable officer of the entity to which the recommendation applies.

SDS – Service Delivery Statement

Strategic Plan – *The Office of the Inspector-General Emergency Management Strategic Plan 2014-18*

Achievements

Emergency Management Assurance Framework

The Emergency Management Assurance Framework (the Framework), launched on 30 September 2014, supports all levels of Queensland's disaster management arrangements to continually improve disaster management performance (refer page 17).

The Framework is based on existing legislative responsibilities as prescribed in the *Disaster Management Act 2003* and consists of three parts: Principles; the Standard for Disaster Management in Queensland (the Standard); and Assurance Activities.

The Standard is founded on shared responsibilities, good practice guidance and clear accountabilities. It describes the attributes of effective disaster management, outlines to stakeholders the required outcomes against the Standard and provides indicators that will contribute to the likelihood of disaster management entities achieving these outcomes.

The Framework also provides for a range of Assurance Activities to be undertaken by the Office of the IGEM. These include health checks that can be undertaken by all stakeholders to assess their alignment against the Standard, through to independent reviews conducted by the Office of the IGEM.

The Office of the IGEM developed the Framework in collaboration with more than 70 disaster management practitioners from across all three levels of government (local, state and Australian) as well as non-government organisations and government-owned corporations.

The Framework has been formally provided to over 140 entities with disaster management functions including Directors-General of Queensland Government departments, local government mayors, Chairs of disaster management groups, and members from government-owned corporations and non-government organisations.

The Framework and Standard are available online (www.igem.qld.gov.au/assurance-framework/index.html).

Emergency Management Training and Exercise Arrangements

The *Evaluation of Emergency Management Training and Exercise Arrangements Discussion Paper 1: 2014-15* evaluated the governance and doctrine of emergency management training and exercise arrangements in Queensland, and compared them with existing practices in other jurisdictions and sectors, to identify gaps and issues that warrant further review.

The evaluation found that individual training arrangements are sound but could be enhanced by greater consideration of stakeholder requirements. It also found that disaster management exercises would benefit from more state-level direction and governance and greater inclusion of stakeholders in their design. The evaluation report encourages greater inclusion of local government to set the requirements for training and the direction of disaster management exercises and highlights the importance of a risk-based approach to the setting of priorities. The report identifies that good practice already exists in Queensland, for example the model provided for counter-terrorism training and exercising arrangements.

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

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

Innovation Hub Pilot Project

In 2014-15, the Office of the IGEM pursued opportunities for greater interoperability across the disaster management sector. There is widespread agreement that one such opportunity is finding better ways to share information; made possible due to changes in technology and the Queensland Government Open Data strategies. Part of the Office's work leveraged the partnership between the Department of Science, Information Technology and Innovation (DSITI) and PricewaterhouseCoopers (PwC) to foster innovation.

The Innovation Hub Pilot Project provides a new way for Queensland Government departments to solve complex problems using the ideas of private and public sector experts. The aim is to find solutions that result in faster, better or cheaper ways of conducting business. Through the Innovation Hub Pilot Project, the Office of the IGEM has worked across government and with local government to improve the ability of disaster managers to share a common perspective, to access and share information, and collaboratively prepare and respond quickly and effectively to disaster events.

The pilot project resulted in a concept demonstrator mapping system – a catalyst – for sharing data that has received wide support and interest within the sector.

Local disaster management plans

One of the functions of the Office of the IGEM is to regularly review and assess the effectiveness of disaster management plans at district and local level. In 2014, the Office of the IGEM, in collaboration with stakeholders from QFES, QPS, the Department of Infrastructure, Local Government and Planning, the Local Government Association of Queensland and local government, proposed and guided a self-assessment trial. Its focus was to move from the previous, compliance-based approach to disaster management plan assessments and to reduce work for local government and district disaster management groups.

The introduction of a single assessor, 'review by exception' approach in 2014, resulted in a decrease of approximately 52% of the people involved, and of approximately 65% in person-hours taken to complete the process, compared to estimates for the 2013 assessment process.

The process for 2015 is being reviewed to further reduce the impost on stakeholders, focus on improved outcomes rather than compliance and align the assessment with the Standard for Disaster Management in Queensland.

Program of reviews

Assurance Activities include a program of strategic reviews as a mechanism for the IGEM to discern a level of confidence in Queensland's disaster management arrangements.

In May 2014, the Office of the IGEM invited Directors-General of Queensland Government departments and local government chief executive officers to identify issues or gaps within Queensland's disaster management arrangements.

As a result of feedback received and issues identified through the Assurance and Excellence Development program, the Office of the IGEM undertook a program of strategic reviews.

In 2014-15, the Office of the IGEM completed four formal reviews:

- **Cyclone sheltering arrangements**

A review of cyclone sheltering arrangements for storm surge and cyclones was conducted against the Standard for Disaster Management in Queensland and covered three areas:

- local governments' risk assessment for cyclone and storm tide
- local plans for sheltering (ranging from 'shelter in place' to public cyclone shelters)
- public messaging and community engagement regarding risk and local arrangements.

Local government has primary responsibility to reduce the risk of cyclone and storm tide to the community by providing appropriate shelter arrangements. The review identified local government areas located on or near the Queensland coastline exposed to cyclonic winds and storm tide.

The review identified some good practice examples and found local governments are generally satisfied with their communities' level of preparedness for cyclone and storm tide events.

The final report makes a number of recommendations including the need for:

- an integrated risk-based approach to disaster planning
- a statewide strategy for identifying and engaging vulnerable people in emergencies
- a statewide strategy to coordinate community messaging for disasters.

Further findings identified opportunities to improve arrangements for staffing of shelters, links between training and exercises, and arrangements for re-opening of shelters after the event. The review also identified opportunities to improve planning between local governments and aged care providers in relation to sheltering.

- **Flooding of Callide Creek**

In February 2015, the IGEM undertook a review of the impact on the community of the Callide Valley following the flooding event on 20 February 2015 associated with Tropical Cyclone Marcia.

In reviewing the impact on the community of the Callide Valley, the IGEM looked at the operation of the Callide Dam in the lead-up to and during the event, the disaster management arrangements and performance of critical telecommunications infrastructure in the event.

The IGEM sought public submissions as part of the review and spoke at two community meetings in Biloela. The review team also engaged with a range of relevant parties, including government and non-government organisations. To further inform the review, an independent hydrological assessment was undertaken, while a survey of more than 400 residents was completed by a market research company.

The review identified a number of areas for improvement regarding communication, planning, warnings and river gauging. Thirteen recommendations were made, including:

- the need for improved warnings
- the need for a fit-for-purpose flood study
- river and rainfall gauging to allow for enhanced planning and forecasting
- public education about disaster management
- disaster management plan reviews
- local disaster management capability and resourcing
- that a feasibility study to operate Callide Dam as a flood mitigation dam be undertaken.

The Callide Creek Flood Review was released on 4 June 2015 and is available online (www.igem.qld.gov.au). The online version of the report features an interactive map that includes optional video footage, photographs, radio interviews and media articles pertinent to specific Callide Valley locations.

- **Local governments' emergency warning capability**

Between October 2014 and January 2015, a review of local governments' emergency warning capability was undertaken. The purpose of the review was to assess the capability of local disaster management groups in Queensland to issue contextualised, fit-for-purpose, consistent and accurate warnings through all phases of events.

The review comprised of current research, submissions from disaster management stakeholders, interviews, and an analysis of event data from 2009 to 2014 and forecast for the 2014-15 storm season.

The review raised 12 findings including:

- the need for greater consistency of terminology, legislation and doctrine at local, state and federal levels
- a need for greater review, testing and exercising of emergency warnings
- improved documentation and planning
- the need to significantly improve the sharing of data sets among entities.

The findings led to nine recommendations including: reviews of guiding documents and plans; improved stakeholder training and education; and the commissioning of formal research into the effectiveness of warnings.

- **State agency integration at a local and district level**

A review of state agency integration at a local and district level was conducted between October 2014 and January 2015 to understand the drivers for, and barriers to, integration of Queensland Government agencies in Queensland's disaster management arrangements, focussing on participation of agencies in local and district disaster management groups.

The review raised 12 findings, including the need for:

- integrated, risk-based planning
- integration of hazard-specific planning with local and district planning
- improved clarity of disaster management roles, responsibilities and accountabilities for Queensland Government agencies
- strengthening disaster management groups' governance to enhance integration.

Based on the findings, the final report makes a number of recommendations, including:

- a review of Queensland's disaster management arrangements to enhance integration
- an integrated risk-based approach to disaster planning
- a review of the Local and District Disaster Management Guidelines to align with the Standard for Disaster Management in Queensland
- clarity of roles and responsibilities articulated in the Queensland State Disaster Management Plan.

Queensland Flood Management and Mapping

The Office of the IGEM has been actively engaged during the reporting period in monitoring and supporting work to implement a number of recommendations from the Queensland Floods Commission of Inquiry. The Office of the IGEM:

- monitored and supported the work of the Queensland Flood Mapping Program, which provides flood mapping information to local governments and the community to assist in mitigating, preparing, responding and recovering from flood disasters across the state
- monitored work of the Wivenhoe and Somerset Dams Optimisation Study and work to identify options for upgrades to the Wivenhoe Dam and for alternative dam sites
- continues to contribute to the Performance Review of Flood Warning Gauge Network in Queensland in order to encourage best practice flood plain standards and management in Queensland.

Other achievements for the Office of the IGEM during 2014-15 included:

- commenced development of a sector wide lexicon in collaboration with key stakeholders to ensure consistency of language and terminology across the emergency management sector
- commenced development of a statewide network for disaster management officers and local disaster coordinators to create a vehicle for positive sector change and continuous improvement
- developed and commenced implementation of a customer relationship management system to facilitate ease of access to the Office of the IGEM for stakeholders
- participated in the national forums for the Bushfire and Natural Hazards Cooperative Research Centre, contributing as an end-user to the following projects led by the Queensland University of Technology:
 - capability needs for emergency and disaster management organisations
 - building resilient communities: effective multi-channel communications in disasters.
- established a memorandum of understanding with the Queensland University of Technology involving a range of initiatives including a student intern placement with the Office of the IGEM, to develop tertiary disaster management excellence
- facilitated the Queensland consultation component of the Bureau of Meteorology's review of Category 1 and 2 Tropical Cyclone warning arrangements for the Northern Territory, Western Australia and Queensland.

Customer Satisfaction Survey

Customer satisfaction is a key indicator of the Office of the IGEM's effectiveness as a catalyst for excellence in emergency management.

In February 2015, the Office of the IGEM conducted its first annual customer satisfaction survey inviting over 300 stakeholders from state and local government entities involved in emergency and disaster management to participate. The survey will assist the Office to identify target areas for future service improvement through a range of supplementary questions including staff performance, timeliness, accessibility, quality, advice given and services provided.

Overall 87.8% of stakeholders were either 'satisfied' or 'very satisfied' with the services and advice provided by the Office of the IGEM. This exceeded the target/estimate of 80% satisfaction. Aspects of satisfaction with the Office of the IGEM which rated over 80% include: providing clear recommendations in its reports; review processes that are clear, fair and timely; and providing consistent and accurate information.

Disability Services Plan 2014-15

Each Queensland Government agency is required to develop a disability service plan that includes actions to deliver the *Queensland Disability Plan 2014-19: Enabling choices and opportunities* (the Queensland disability plan) in accordance with the *Disability Services Act 2006*. The Queensland disability plan has two key aims - to promote the rights of people with a disability to enable them to lead valued and fulfilling lives and to prepare Queensland for the National Disability Insurance Scheme.

The *Public Safety Portfolio Disability Services Plan 2014-2015* (the portfolio plan) was released in September 2014 and in line with the Queensland disability plan, outlines actions to improve capacity and accessibility of health services in conjunction with key partners. The portfolio plan seeks to educate, inform and engage with Queenslanders with a disability to reduce the rate and impact of public safety incidents including crimes, road crashes and fires. The portfolio will work with Queenslanders with a disability to build resilient communities and ensure community preparedness for disaster events.

CORPORATE GOVERNANCE

Executive management

Executive Management Committee profiles
Iain MacKenzie AFSM. MLshipMgt (Policing) Inspector-General Emergency Management
<p>The Inspector-General Emergency Management is responsible for leading and managing the Office of the IGEM to provide assurance and advice to enable confidence in Queensland's emergency management arrangements. The Office of the IGEM regularly reviews and assesses the effectiveness of disaster management by local, district and state disaster management groups, including reviewing disaster management plans, regularly reviewing and assessing entities against the Standard for Disaster Management in Queensland, working with agencies to improve Queensland's disaster management arrangements, and identifying opportunities for cooperative partnerships to improve disaster management outcomes.</p> <p>Iain was appointed as Inspector-General on 11 October 2013. He was formerly the Deputy Commissioner of the former Queensland Fire and Rescue Service and served the fire service for over 32 years. Iain holds a Master Degree in Leadership and Management, is a graduate of the Institute of Fire Engineers and has attended the United States National Fire Academy Executive Fire Officer Program. Iain was awarded the Australian Fire Service Medal in 2006.</p>
Mike Shapland Director, Interoperability and Innovation
<p>The Director, Interoperability and Innovation facilitates programs and solutions designed to help agencies and their information deliver better disaster management outcomes, and also contributes to the broader assessment work of the Office. The role represents the Office of the IGEM at innovation forums and promotes interoperability across the sector.</p> <p>Mike is a graduate from the Royal Military Academy, Sandhurst, the British Army's Technical and General Staff courses and from Griffith University's Master of Business Administration program.</p>
Alison Spruce Director, Performance, Reporting and Policy Analysis
<p>The Director, Performance, Reporting and Policy Analysis is responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office of the IGEM. The role also acts as a liaison point with PSBA and other agencies with regard to external policy and governance and provides policy advice to the Inspector-General and the Executive Management Committee.</p> <p>Alison holds a Master of Business Administration, a Bachelor of International Business and a Post Graduate Diploma in Education.</p>

Executive Management Committee profiles (cont'd)
<p>Rowena Richardson Director, Standards, Best Practice and Evaluation</p> <p>The Director, Standards, Best Practice and Evaluation is responsible for the development, implementation and evaluation of the Emergency Management Assurance Framework. The role also leads the Emergency Management Assurance and Excellence program within the Office of the IGEM.</p> <p>Rowena has specific expertise in systems analysis and improvement, holds a Master of Health Administration, a Bachelor of Health Science and Post Graduate Certificates in Critical Care Nursing and Health Management.</p>
<p>Phil Nickerson Director, Community and Stakeholder Engagement</p> <p>The Director, Community and Stakeholder Engagement oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public, for the Office of the IGEM. The role also provides strategic advice to the Inspector-General and the Executive Management Committee regarding corporate communications, media relations and issues management.</p> <p>Phil holds a Bachelor of Business (Communications) and a Bachelor of Business (Accountancy).</p>

Committees

The Office of the IGEM governance structure comprises of the following decision making bodies:

- Executive Management Committee
- Public Safety Portfolio Innovation Committee
- Public Safety Portfolio Audit and Risk Committee.

A further committee, the Public Safety Executive Coordinating Committee, supports coordination and collaboration across the public safety portfolio but does not form part of the Office of the IGEM corporate governance decision making structure.

For information about the public safety portfolio committees, refer pages 8-9.

Executive Management Committee
<p>The Executive Management Committee is the key leadership group for the Office of the IGEM.</p> <p>The committee provides leadership and direction on strategic and operational issues and supports the Inspector-General Emergency Management as the accountable officer under section 61 of the <i>Financial Accountability Act 2009</i>, to achieve efficient, effective and financially responsible management for the Office of the IGEM.</p> <p>The committee meets monthly unless otherwise determined by committee members. Extraordinary meetings may be called at the discretion of the Chair.</p> <p>During 2014–15, the committee met on 11 occasions and held one extraordinary meeting in June 2015.</p>

Executive Management Committee (cont'd)
Committee members
<ul style="list-style-type: none"> • Iain MacKenzie AFSM, Inspector-General Emergency Management (Chair) • Mike Shapland, Director, Interoperability and Innovation • Alison Spruce, Director, Performance, Reporting and Policy Analysis • Rowena Richardson, Director, Standards, Best Practice and Evaluation • Phil Nickerson, Director, Community and Stakeholder Engagement
Achievements
<p>In 2014-15, the committee:</p> <ul style="list-style-type: none"> • endorsed the Office of the IGEM Business Continuity Plan and Strategic Risk Register • provided strategic and operational oversight for major IGEM projects • endorsed the Office of the IGEM's 2014-15 operational plan and 2015-2019 strategic plan • endorsed the Performance Development Planning process and workforce development strategy.

Ethics and Code of Conduct

Ethical Standards

The PSBA Ethical Standards Unit's (ESU) primary responsibility is to assess complaints regarding the conduct of staff and volunteers within the Office of the IGEM, PSBA and QFES (the agencies). The ESU assesses complaints in accordance with the *Management of Complaints About Employees, Volunteers & Contractors Policy and Procedure*. As outlined in the procedure, certain categories of complaints will be formally investigated by the ESU, whilst others will be referred back to management within the relevant agency to deal with, often subject to oversight by the ESU.

In addition, the ESU has the following key roles and responsibilities:

- recording all complaints in the agencies' complaints management system except for Conduct and Performance Excellence (CaPE) Category 1 matters (Category 1 matters involve inappropriate interpersonal conduct with colleagues, clients or other stakeholders, inappropriate behaviour relating to minor management matters and performance requiring improvement)
- acting as the agencies' central liaison point for the Crime and Corruption Commission and the Queensland Ombudsman, and discharging the agencies' statutory obligations under the *Crime and Corruption Act 2001*
- overseeing the agencies' Public Interest Disclosure framework and assisting the agencies in fulfilling their statutory obligations under the *Public Interest Disclosure Act 2010*
- coordinating requests for Internal Review lodged by persons who are dissatisfied with the way their complaints have been handled by the agencies.

Code of Conduct

The Office of the IGEM operates under the *Code of Conduct for the Queensland Public Service*. The code contains the ethics principles for the public sector and their associated set of values prescribed in the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each ethics principle. The ethics principles are:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency.

The code describes how we will conduct ourselves in delivering services to the Queensland community.

As the provider of strategic and corporate services to the public safety portfolio agencies, PSBA is responsible for public sector ethics and code of conduct training for the portfolio excluding QPS which retains responsibility in these areas for QPS employees.

Standardised public sector ethics and code of conduct training has been implemented across the portfolio (excluding QPS). In addition, online training tools are being rolled out during 2015 across QFES and will be progressed throughout the Office of the IGEM and PSBA in 2015-16.

Risk management and accountability

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the Office of the IGEM, PSBA, QFES and QPS. Prior to 1 July 2014, QPS was responsible for undertaking its own internal audit functions.

The Head of Internal Audit (HIA), PSBA is also the nominated HIA for the Office of the IGEM, QFES and QPS in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter which is consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four year strategic plan sets the direction of the unit.

The unit, as secretariat to the Public Safety Portfolio Audit and Risk Committee, ensures that all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to and that the functioning of the unit complies with these guidelines in all material respects.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes, improving the overall level of compliance and accountability. Under its approved charter, the unit can undertake a series of review types including compliance (effectiveness), performance (efficiency), financial management and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

Achievements for 2014-15 include:

- full delivery of the Approved 2014-2015 Annual Audit Plan through a combination of in-house and co-sourced delivery
- the successful management of a co-sourced delivery model consisting of multiple contracts providing over 1,000 days of internal audit delivery
- no carry forward of 2014-15 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by the end of July 2015.

Information systems and recordkeeping

PSBA, as the provider of strategic and corporate services to Queensland's public safety portfolio agencies including the Office of the IGEM, is responsible for recordkeeping and information systems across the portfolio. PSBA provided advice and assistance to portfolio agencies, including the Office of the IGEM, during the reporting period resulting in improved efficiencies.

Consultation between the Office of the IGEM and PSBA is planned for 2015-16 to determine the most efficient way to move to a 'paper lite' recordkeeping environment.

Human resources

Workforce planning, attraction and performance

Workforce profile

The total number of full-time equivalent (FTE) staff for the Office of the IGEM was 22 as at 30 June 2015. In 2013-14 the number of FTEs for the Office of the IGEM was included in the total FTE staff for QFES.

Between 1 July 2014 and 30 June 2015, the Office of the IGEM permanent separation rate was 25%, which comprised five separations of permanent staff.

Employee assistance

The Employee Assistance Service, managed by PSBA, helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

Health and fitness

The Safety and Wellbeing Branch, within the PSBA Human Resources Division, continues to work with management, staff and the unions to improve employee health, fitness and wellbeing for all employees. The HealthStart Program is being offered to the portfolio agencies as it moves through each geographical area of Queensland and a number of recreational and fitness activities were provided for employees to participate in as part of Corporate Teams.

Q-Balance

Q-Balance is a program designed to enhance the skills and knowledge of female leaders in public safety agencies. The program encourages:

- awareness of leadership strengths and how to use them to drive organisational performance
- ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- ability to balance the ways of established organisational culture with other approaches required to meet needs
- increased internal capacity as a female leader and ability to bring others along on that journey.

Q-Balance involves two residential workshops linked by three months of workplace development support. The first workshop commenced in June 2015 at the QPS Academy at Oxley. Across the public safety portfolio, women who identified as exercising significant leadership within their organisation were encouraged to submit an expression of interest outlining how the program would be of benefit to them as an individual and to their workplace.

A large number of applications were received which resulted in 21 successful portfolio nominations and an additional six nominations from the Australian Federal Police and the Queensland Ambulance Service. The program has been so well supported that future courses are scheduled to commence in August 2015 with more planned for 2016.

Working for Queensland Employee Opinion Survey

The *Working for Queensland Employee Opinion Survey* is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The survey explores employee perceptions of matters impacting three key outcomes: Agency engagement, Job engagement and Satisfaction, and Intention to leave, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance.

The 2015 survey was conducted from 27 April to 15 May. The results for the Office of the IGEM are below:

	Response Rate		Agency engagement		Job engagement and Satisfaction		Intention to (not) leave	
	2015	2014	2015	2014	2015	2014	2015	2014
Office of the IGEM	100%	-	71%	-	73%	-	32%	-

For the Office of the IGEM, workplace factors such as collaboration and innovation achieved a satisfaction rating of 91% and 88% respectively. In fact, 13 out of 16 workplace factors for the Office of the IGEM placed in the first quintile.*

These results will be used by the Office of the IGEM to monitor progress against business improvement actions taken to date and to inform new business initiatives and priorities.

*First quintile – the agency is among the first 20% of agencies or among the top 11 ranked agencies out of the 54 participating agencies.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid to staff of the Office of the IGEM during 2014-15.

FINANCIAL SUMMARY

Summary of financial performance

The following table summarises the operating result and financial position for the Office of the IGEM 2014-15.

Statement of profit or loss and other comprehensive income	2014-15 \$'000
Total income from continuing operations	4,509
Total expenses from continuing operations	4,338
Other comprehensive income	Nil
Total comprehensive income	171
Statement of financial position	
Total assets	1,532
Total liabilities	692
Net assets (equity)	840

The Office of the IGEM was administratively reported under QFES in 2013-14. Being a newly established government entity in 2014-15, direct comparisons cannot be made between the operating results for 2013-14 and 2014-15.

For 2014-15, the Office of the IGEM received income from continuing operations of \$4.509 million and incurred total expenditure from continuing operations of \$4.338 million. This was comprised predominantly of:

Income

- appropriation revenue for services \$3.789 million
- services received below fair value \$0.715 million

Expenses

- employee expenses \$2.628 million
- supplies and services \$0.912 million
- grants and subsidies \$0.036 million
- other expenses \$0.756 million.

Income and expenses from continuing operations

The Office of the IGEM is responsible for providing the Premier, government and the people of Queensland an assurance of public safety, through the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies, across all tiers of government to the desired outcomes of the disaster and emergency management arrangements for Queensland.

The Office of the IGEM is funded to deliver the aforementioned services predominantly through parliamentary appropriations. The Office of the IGEM is also supported by the PSBA which provides corporate support services. The value of these services received is recognised as income and as an expense in the statement of profit or loss and other comprehensive income.

Summary of financial position

The Office of the IGEM was in a positive financial position at the end of the financial year. The total equity/net assets of the Office at the end of 2014-15 were \$0.840 million. This was comprised of:

Assets

- cash and cash equivalents \$1.438 million
- receivables \$0.073 million
- plant and equipment \$0.021 million.

Liabilities

- payables \$0.597 million
- accrued employee benefits \$0.072 million
- other current liabilities \$0.023 million.

There were no significant events after balance date that could be expected to impact the operating result for the Office of the IGEM 2014-15.

Office of the Inspector-General of Emergency Management

ABN: 25 602 110 705

Financial Statements

for the year ended

30 June 2015

General Information

These financial statements cover the Office of the Inspector-General of Emergency Management.

The Office of the Inspector-General of Emergency Management (the 'office') is a Queensland Government public service office established under the *Disaster Management Act 2003*.

The office is controlled by the State of Queensland which is the ultimate parent.

The head office is located at:

Level 23, State Law Building

59 Ann Street

BRISBANE QLD 4000

The financial statements have been prepared to provide the following users with information relevant to the office's performance and its financial position:

- Minister for Police, Fire and Emergency Services and Minister for Corrective Services;
- Members of the Legislative Assembly of Queensland;
- Community organisations;
- Government and semi-government instrumentalities; and
- Our partners.

A description of the nature of the entity's operations and its principal activities is included in the notes to the financial statements.

For information in relation to the Office of the Inspector-General of Emergency Management financial statements, visit the following website:

<http://www.igem.qld.gov.au>.

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Office of the Inspector-General of Emergency Management

Statement of Profit or Loss and Other Comprehensive Income For the year ended 30 June 2015

	Note	2015 \$'000
<i>Income from continuing operations</i>		
Appropriation revenue for services	4	3,789
Services received at below fair value		715
Other revenue		5
Total income from continuing operations		4,509
<i>Expenses from continuing operations</i>		
Employee expenses	5	2,628
Supplies and services	7	912
Depreciation expense		6
Grants and subsidies		36
Other expenses	8	756
Total expenses from continuing operations		4,338
Operating result from continuing operations		171

The above Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes.

Office of the Inspector-General of Emergency Management

Statement of Financial Position As at 30 June 2015

	Note	2015 \$'000
Current assets		
Cash and cash equivalents		1,438
Receivables	9	<u>73</u>
Total current assets		1,511
Non-current assets		
Plant & equipment	10	<u>21</u>
Total non-current assets		21
Total assets		<u>1,532</u>
Current liabilities		
Payables	11	597
Accrued employee benefits	12	72
Other liabilities	4	<u>23</u>
Total current liabilities		692
Total liabilities		<u>692</u>
Net assets		<u>840</u>
Equity		
Contributed equity		669
Accumulated surplus		<u>171</u>
Total equity		<u>840</u>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Office of the Inspector-General of Emergency Management

Statement of Changes in Equity For the year ended 30 June 2015

	Note	Accumulated surplus \$'000	Contributed equity \$'000	Total \$'000
Opening balance as at 1 July 2014		-	-	-
Operating result from continuing operations		171	-	171
Transactions with owners as owners				
Net assets transferred through Machinery of Government changes	2(m)	-	669	669
Total transactions with owners as owners		-	669	-
Closing balance as at 30 June 2015		171	669	840

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Office of the Inspector-General of Emergency Management

Statement of Cash Flows For the year ended 30 June 2015

	Note	2015 \$'000
Cash flow from operating activities		
Inflows:		
Service appropriation receipts		3,789
GST input tax credits from ATO		22
Interest receipts		<u>2</u>
Total cash receipts from operating activities		3,813
Outflows:		
Employee expenses		(2,567)
Supplies and services		(489)
Grants and subsidies		(36)
GST paid to suppliers		(44)
Other payments		<u>(18)</u>
Total cash payments for operating activities		(3,154)
Net cash flow from operating activities	13	<u>659</u>
Net increase in cash and cash equivalents		659
Cash and cash equivalents as at 1 July		-
Increase/(decrease) in cash and cash equivalents from restructuring	2(m)	779
Cash and cash equivalents as at 30 June		<u>1,438</u>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Office of the Inspector-General of Emergency Management

Notes to the financial statements For the year ended 30 June 2015

1. Objectives and principal activities of the office

The Office of the Inspector-General of Emergency Management was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the Inspector-General of Emergency Management (the 'office') provides assurance and advice that enables confidence in Queensland's emergency management arrangements.

The office is tasked with the establishment and implementation of an assurance framework to direct, guide and focus work of all agencies across all tiers of Government to the desired outcomes of the disaster management arrangements for Queensland. This framework will include outcome-focussed performance standards and a range of review activities designed to identify and action opportunities for improvement.

Funding for the office's services comes predominantly from parliamentary appropriations.

2. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in the financial statements. Certain comparative amounts have been reclassified to conform to the current year's presentation.

(a) Statement of compliance

The financial statements are general purpose financial statements that have been prepared in accordance with section 42 of the *Financial and Performance Management Standard 2009*. In addition, the financial statements comply with Queensland Treasury's *Minimum Reporting Requirements* and Australian Accounting Standards, Australian Accounting Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) where applicable to not-for-profit entities. Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

(b) The reporting entity

The financial statements include the value of all revenues, expenses, assets, liabilities and equity of the office. The office does not have any subsidiaries, investment in associates or jointly controlled operations that need to be included in these financial statements.

(c) Appropriation revenue for services

Appropriations provided under the *Appropriation Act 2014* are recognised as revenue when received or receivable. Where approved, appropriation revenue is recorded as receivable if amounts are not received at the end of the reporting period.

(d) Special payments

Special payments include ex gratia expenditure and other expenditure that the entity is not contractually or legally obligated to make to other parties. No special payments were made by the office during the financial year.

(e) Services received/provided free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense in profit or loss.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

2. Significant accounting policies (continued)

(f) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the office becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the office commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted). Financial instruments are recognised initially at cost which includes transaction costs, when the related contractual rights or obligations exist, except where the instrument is classified 'at fair value through profit or loss' in which case transaction costs are expensed to profit or loss immediately.

Cash and cash equivalents

Cash and cash equivalents include all cash and cheques received but not banked at 30 June with financial institutions.

Receivables and payables

Debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is generally required between 14 to 30 days from the invoice date.

Unsecured payables are initially recognised at fair value, net of transaction costs and are usually paid within 30 days of recognition.

Classification and subsequent measurement

The office's financial instruments are classified and measured as follows:

Cash and cash equivalents – held at fair value through profit or loss

Receivables – held at amortised cost

Payables – held at amortised cost

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition, less any reduction for impairment.

Receivables and payables

Receivables and payables are non-derivative financial instruments with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Further details of the office's receivables are contained in note 10. Further details of the office's payables are contained in note 12.

Impairment

At each reporting date, the office assesses whether there is objective evidence that a financial instrument has been impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative impact on the estimated future cash flows of that financial asset.

Individually significant financial assets are tested for impairment on an individual basis. Certain categories of financial assets that are assessed not to be impaired individually are assessed for impairment on a collective basis.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the original effective interest rate. All impairment losses are recognised in the profit or loss.

Derecognition of financial instruments

Financial assets are derecognised when the asset is disposed of to another party whereby the entity no longer has any continuing involvement in the risks and benefits associated with the financial asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expire.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

2. Significant accounting policies (continued)

(g) Plant and equipment

Recognition and measurement

All assets are initially recognised at their purchase price plus any costs that are directly attributable to the acquisition or incurred to bring the asset into operation. Administrative and overhead costs and costs of training staff in use of the assets are not included in the cost of acquisition, but are expensed to profit or loss when incurred.

Plant and equipment is then subsequently measured at cost less accumulated depreciation and any accumulated impairment losses in accordance with the Queensland Treasury's *Non-current Asset Policies for the Queensland Public Sector*. The carrying amount for plant and equipment at cost should not materially differ from their fair value.

Items of plant and equipment with a cost, or other value, equal to or in excess \$5,000 are recognised in the financial statements in the year of acquisition.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland government agency, are recognised at their fair value at the date of acquisition in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-current Asset Policies for the Queensland Public Sector*.

Where assets are received free of charge from another Queensland government agency (whether as a result of Machinery-of-Government or other involuntary transfer), the acquisition cost is recognised at the carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Depreciation

Depreciation is calculated on a straight-line basis so as to write off the net cost or other revalued amount of each asset over its expected useful life to its estimated residual value commencing from the time the asset is held ready for use. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, with the effect of any changes recognised on a prospective basis. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the office. A review has been conducted on all assets to determine the current economic life to the office. Any change to an asset's economic life was applied as at 30 June 2015.

Depreciation rates for each class of depreciable assets are outlined below:

Class	Rate
Plant and equipment	5% – 33.33%

Disposal

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sale proceeds and the carrying amount of the asset and is recognised in profit or loss.

The office had no disposals of plant and equipment during the current financial year.

Impairment of non-financial assets

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the office determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is immediately recognised as an impairment loss in profit or loss. An asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

2. Significant accounting policies (continued)

(h) Employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, employee superannuation contributions and annual leave and long service leave levies when it is probable that settlement will be required and they are capable of being measured reliably. Workers' compensation insurance is a consequence of employing employees, but is not counted in an employee's total remuneration package. It is not classified as employee benefits and is therefore recognised separately as employee related expenses.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual and long service leave

The office is a member of the Queensland Government's Annual Leave Central Scheme (ALCS). A levy is payable to cover the cost of employee's annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

Superannuation

QSuper is the superannuation plan for Queensland Government employees with employer contribution rates determined by the Treasurer on the advice of the State Actuary. These are expensed in the period in which they are paid or payable. The office's obligation is limited to its contribution to QSuper.

The QSuper scheme has defined benefit and defined contribution categories. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Key management personnel and remuneration

Key management personnel and remuneration disclosures are made in accordance with section 5 of the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury. Refer to Note 6 for the disclosures on key management personnel and remuneration.

Further details of the office's employee benefits are contained in note 5.

(i) Insurance

The office's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) and other commercial insurance providers, with premiums being paid on a risk assessment basis. In addition, the office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(j) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly owned Queensland State Public Sector entities as a result of Machinery-of-Government changes are adjusted to 'Contributed Equity' in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriation for equity adjustments is similarly designated.

(k) Other presentation matters

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where the amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required. Sub-totals and totals may not add due to rounding.

The reporting period covered by these financial statements is 1 July 2014 to 30 June 2015.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

2. Significant accounting policies (continued)

(l) Taxation

The office is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

Revenue, expenses, assets and liabilities are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the ATO. In these circumstances GST is recognised as part of the cost of acquisition of an asset or as part of an item of expense. Receivables and payables are recognised inclusive of GST. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or current liability in the statement of financial position. Cash flows are included in the statement of cash flows on a net basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the ATO is classified within operating cash flows.

(m) Machinery-of-Government changes

Through an interim administrative arrangement, the office's activities and responsibilities were reported within Queensland Fire and Emergency Services ('QFES') during the 2013-14 financial year. From 1 July 2014 a separate entity for the Office of the Inspector-General of Emergency Management was created and as a result of these changes, the following asset and liabilities were transferred to the office:

Controlled	Note	2015 \$'000
Assets		
Cash		779
Receivables		48
Other current assets		30
Property plant and equipment and other non-current assets		27
		884
Liabilities		
Payables		205
Employee benefits		10
		215
Net Assets		669

3. Adoption of new and revised accounting standards

(a) Standards and interpretation affecting the reported results or financial position

There are no new and revised Standards and Interpretations adopted in these financial statements affecting the reporting results or financial position.

(b) Standards and interpretation affecting presentation and disclosure

The following new and revised Standards and Interpretations have been adopted in the current period and have affected the presentation and disclosure in these financial statements.

AASB 1055 'Budget Reporting' (effective 1 July 2014)

In response to this new standard, the office has included in these financial statements a comprehensive new note 'Budget vs Actual Comparison' (note 17). This note discloses the office's original published budget figures for 2014-15 compared to actual results, with explanations of major variances, in respect of the office's Statement of Comprehensive Income, Statement of Financial Position and Statement of Cash Flows.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

3. Adoption of new and revised accounting standards (continued)

(c) Standards and interpretation in issue not yet adopted

At the date of authorisation of this financial report, all other Australian accounting standards and interpretations with future commencement dates are either not applicable to the office's activities, or have no material impact on the office.

4. Reconciliation of payments from consolidated fund to appropriation revenue for services recognised in the Statement of Profit or Loss and Other Comprehensive Income

	Note	2015 \$'000
Budgeted appropriation revenue		3,780
Unforeseen expenditure		9
Total departmental services receipts (cash)		<u>3,789</u>
Less: Closing balance of deferred appropriation payable to Consolidated Fund		(23)
Net appropriation revenue		<u>3,766</u>
Plus: Deferred appropriation payable to Consolidated Fund (expense)		23
Appropriation revenue for services recognised in Profit or Loss		<u>3,789</u>

5. Employee expenses

	Note	2015 \$'000
Employee benefits		
Wages and salaries		2,024
Employer superannuation contributions		261
Long service leave levy		64
Annual leave levy		187
Employee related expenses		
Workers' compensation premium		12
Training expenses		76
Other employee related expenses		4
Total		<u>2,628</u>

The number of employees as at 30 June, including both full-time and part-time employees measured on a full time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

	Note	2015
Number of employees		22

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

6. Key management personnel and remuneration expenses

a) Key management personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the office during 2014-15. Further information on these positions can be found in the body of the Annual Report under the section relating to executive management.

Position	Responsibilities	Current incumbents	
		Contract Classification and appointment authority	Date appointed to position (Date resigned from position)
Inspector-General of Emergency Management (Chief Executive Officer)	Responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the setting of standards, robust auditing and monitoring of performance regarding the preparedness and management of disasters and emergencies.	CEO <i>Public Service Act 2008</i>	1 November 2013
Director, Performance, Reporting and Policy Analysis	Responsible for developing and coordinating internal strategy, planning and governance arrangements. Liaises with stakeholders in regard to external policy and governance.	SO3 <i>Public Service Act 2008</i>	1 November 2013
Director, Interoperability and Innovation	Responsible for facilitating programs designed to help stakeholders deliver better disaster management outcomes. Also leads operational and emergent assessment work.	SO3 <i>Public Service Act 2008</i>	1 November 2013
Director, Community and Stakeholder Engagement	Responsible for overseeing the active engagement of stakeholders within disaster management. Also provides strategic advice regarding corporate communications, media relations and issues management.	SO3 <i>Public Service Act 2008</i>	16 February 2014
Director, Standards Best Practice and Evaluation	Responsible for development, implementation and evaluation of Emergency Management Assurance Framework and Excellence program.	SO3 <i>Public Service Act 2008</i>	1 November 2013

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

6 Key management personnel and remuneration (continued)

b) Remuneration expenses

Remuneration policy for the office's key management personnel is set by the Queensland Public Service Commission as provided under the *Public Service Act 2008*. For the period 1 July 2014 to 30 June 2015, remuneration of key management personnel increased by 2.2% in accordance with government policy.

The following disclosures focus on the expenses incurred by the office during the respective reporting period that is attributable to key management positions. Therefore the amounts disclosed reflect expenses recognised in the Statement of Profit or Loss and Other Comprehensive Income.

Remuneration expenses for key management personnel comprise the following components:

- i. Short term employee benefits which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position;
 - performance payments recognised as an expense during the year; and
 - non-monetary benefits – consisting of provision of vehicle, if applicable together with fringe benefits tax applicable to the benefit.
- ii. Long term employee benefits include amounts expensed in respect of long service leave entitlements earned;
- iii. Post-employment expenses include amounts expensed in respect of employer superannuation obligations; and
- iv. Performance bonuses are not paid under the contracts in place

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

6 Key management personnel and remuneration (continued)

Position (date resigned if applicable)	Note	Short term employee benefits		Long term employee expenses \$'000	Post-employment expenses \$'000	Termination benefits \$'000	Total expenses \$'000
		Monetary expense \$'000	Non monetary \$'000				
Inspector-General of Emergency Management (Chief Executive Officer)		254	-	5	26	-	285
Director, Performance, Reporting and Policy Analysis	6(a)	112	-	2	14	-	128
Director, Interoperability and Innovation		138	-	3	17	-	158
Director, Community and Stakeholder Engagement		136	-	3	17	-	156
Director, Standards Best Practice and Evaluation		115	-	2	15	-	132

(a) This employee was on secondment to another Queensland Government agency from 28 October 2014 to the 19 December 2014.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

7. Supplies and services

	Note	2015 \$'000
Communication expenses		20
Computer expenses		37
Consultancies and contractors		326
Maintenance and repairs		13
Operating lease rentals		182
Operational and other equipment purchases		44
Property expenses		32
Shared service provider expenses		82
Subscriptions		14
Travel and accommodation		75
Legal fees		18
Other		69
Total		912

8. Other expenses

	Note	2015 \$'000
Deferred appropriation payable to Consolidated Fund		23
External audit fees	8(a)	13
Goods and services provided below fair value		715
Insurance premiums - QGIF		5
Total		756

(a) Total audit fees payable to the Queensland Audit Office relating to the 2014-15 financial year are estimated to be \$13,000. There are no non-audit services included in this amount.

9. Receivables

	Note	2015 \$'000
GST receivable		32
Annual leave reimbursements		35
Long service leave reimbursements		2
Accrued revenue		3
Sundry receivable		1
Total	15	73

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

10. Plant & equipment

	Note	2015 \$'000
Plant & equipment		
Gross		28
Less: Accumulated depreciation		(7)
Plant & equipment at cost		<u>21</u>

Plant and equipment are valued at cost in accordance with Queensland Treasury's Non-current Asset Accounting Policies for the Queensland Public Sector.

	Note	Plant & equipment \$'000
Carrying amount		
Balance at 1 July 2014		-
Transfers (to)/from other Queensland Government entities		27
Depreciation		(6)
Balance at 30 June 2015		<u>21</u>

11. Payables

	Note	2015 \$'000
Payables		461
Tax liabilities		5
Intercompany creditors		131
Total	15	<u>597</u>

12. Accrued employee benefits

	Note	2015 \$'000
Current employee benefits		
Annual leave levy payable		43
Long service leave levy payable		12
Wages & related costs outstanding		17
Total current employee benefits		<u>72</u>

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

13. Reconciliation of operating surplus to net cash from operating activities

	Note	2015 \$'000
Operating surplus		171
Adjustments for:		
Depreciation property, plant & equipment		6
Changes in assets and liabilities:		
(Increase)/Decrease in Assets		
Receivables		(4)
GST receivables		(22)
Other current assets		30
Increase/(Decrease) in Liabilities		
Creditors		393
Unearned income		23
Employee Entitlements		62
Net cash flow from operating activities		<u><u>659</u></u>

14. Commitments for expenditure

(a) Operating lease commitments

Non-cancellable operating leases (inclusive of GST) contracted for but not capitalised in the financial statements include:

	Note	2015 \$'000
Payable – minimum lease payments		
- not later than 12 months		188
- between 12 months and five years		822
- greater than five years		-
		<u><u>1,010</u></u>

(b) Other expense commitments

Other operating expenses (inclusive of GST) committed to but not recognised in the financial statements include:

	Note	2015 \$'000
Payable		
- not later than 12 months		14
- between 12 months and five years		-
- greater than five years		-
		<u><u>14</u></u>

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

15. Financial instruments and risk management

The office has exposure to the following risks from their financial instruments:

- Credit risk
- Liquidity risk
- Market risk

This note presents information about the office's exposure to each of the above risks, their objectives, and policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

The totals for each category of financial instruments are as follows:

	Note	2015 \$'000
Financial assets		
Cash and cash equivalents		1,438
Receivables	9	<u>73</u>
Total financial assets		<u>1,511</u>
Financial liabilities		
Payables	11	<u>(597)</u>
Total financial liabilities		<u>(597)</u>

(a) Overview of financial risk management policies

Financial risk management policies are established to identify and analyse the risks faced by the office, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the office's activities. Financial risk management is implemented pursuant to Government and office policy and is primarily managed by the Public Safety Business Agency (the 'PSBA') on behalf of the office.

(b) Credit risk

Credit risk is the risk of financial loss to the office if a customer or counterparty to a financial instrument fails to meet its contractual obligation, and arising principally from the office's financial instruments. The carrying amount of the office's financial assets represents the maximum credit exposure. Amounts are considered as 'past due' when the debt has not been settled within the terms and conditions agreed between the office and the customer or counter party to the transaction. Receivables that are past due are assessed for impairment by ascertaining solvency of the debtors and are provided for where there are specific circumstances indicating that the debt may not be fully repaid to the office.

The office had no collateral and other credit enhancements as at reporting date. The office has \$73,000 receivables which have been assessed as fully collectable and current as at 30 June 2015.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

15. Financial instruments and risk management (continued)

(c) Liquidity risk

Liquidity risk is the risk that the office will not be able to meet its financial obligations as they fall due. The office's approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient funds to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risk damage to the office's reputation. Mitigation of liquidity risk is achieved through maximising funds available in the office's bank account to meet expected operational expenses. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted.

Currently due to the transfer of banking arrangements to Queensland Treasury, the office has an overdraft limit of \$0.25 million but is not able to access these funds until such time as the new arrangements are in place.

Payables are the office's only financial liabilities. All payables are non-interest bearing. The office expects that all future obligations will be met within payment terms.

(d) Fair value

Fair values are those amounts at which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Cash and cash equivalents, receivables and payables are short-term financial instruments whose carrying value is equivalent to fair value.

(e) Interest rate risk

Exposure to interest rate risk arises on financial assets recognised at the reporting date whereby a change in the interest rates will affect future cash flows from the financial instruments. The office is exposed to interest rate risk via its cheque account bearing interest.

The following table illustrates sensitivities to the office's exposures to changes in interest rates. The table indicates the impact on how profit and equity values reported at balance date would have been affected by changes in the relevant risk variable that management considers to be reasonably possible. These sensitivities assume that the movement in a particular variable is independent of other variables.

	Note	2015 \$'000
Change in profit		
Increase in interest rate by 2%		29
Decrease in interest rate by 2%		(29)
Change in equity		
Increase in interest rate by 2%		(29)
Decrease in interest rate by 2%		29

The effective interest rate on short-term bank deposits which are available at call was between 2.52% and 3.04%.

16. Subsequent events after reporting date

There were no subsequent events that occurred after reporting date.

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

17. Budget vs actual comparison

Statement of Profit or Loss and Other Comprehensive Income

	Note	Original Budget 2015 \$'000	Actual 2015 \$'000	Variance \$'000	Variance %
<i>Income from continuing operations</i>					
Appropriation revenue for services		3,780	3,789	9	0%
Grants and other contributions		715	715	-	0%
Other revenue		-	5	5	100%
Total income from continuing operations		4,495	4,509		
<i>Expenses from continuing operations</i>					
Employee expenses		2,678	2,628	(50)	-2%
Supplies and services	17(a)	1,077	912	(165)	-15%
Depreciation and amortisation		3	6	3	100%
Grants and subsidies	17(b)	-	36	36	100%
Other expenses		737	756	19	3%
Total expenses from continuing operations		4,495	4,338		
Operating result from continuing operations		-	171		

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

17. Budget vs actual comparison (continued)

Statement of Financial Position

	Note	Adjusted Budget 2015 \$'000	Actual 2015 \$'000	Variance \$'000	Variance %
Current assets					
Cash and cash equivalents	17(c)	781	1,438	657	84%
Receivables		47	73	26	55%
Other current assets		30	-	(30)	-100%
Total current assets		858	1,511		
Non-current assets					
Property, plant & equipment		24	21	(3)	-13%
Total non-current assets		24	21		
Total assets		882	1,532		
Current liabilities					
Payables	17(c)	206	597	391	190%
Accrued employee benefits	17(d)	10	72	62	620%
Total current liabilities		216	669		
Total liabilities		216	669		
Net assets		666	863		
Equity					
Contributed equity		666	669	3	0%
Accumulated surplus		-	171	171	100%
Total equity		666	840		

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

17. Budget vs actual comparison (continued)

Statement of Cash Flows

	Note	Adjusted Budget 2015 \$'000	Actual 2015 \$'000	Variance \$'000	Variance %
Cash flow from operating activities					
<i>Inflows:</i>					
Service appropriation receipts		3,780	3,789	9	0%
GST input tax credits from ATO		-	22	22	100%
Interest receipts		-	2	2	100%
Total cash receipts from operating activities		3,780	3,813		
<i>Outflows:</i>					
Employee expenses		(2,678)	(2,567)	111	-4%
Supplies and services	17(d)	(1,077)	(489)	588	-55%
Grants and subsidies		-	(36)	(36)	100%
GST paid to suppliers		-	(44)	(44)	100%
Other payments		(22)	(18)	4	-18%
Total cash payments for operating activities		(3,777)	(3,154)		
Net cash flow from operating activities		3	659		
Net increase in cash and cash equivalents		3	659		
Cash and cash equivalents as at 1 July		-	-		
Increase/(decrease) in cash and cash equivalents from restructuring		778	779	1	0%
Cash and cash equivalents as at 30 June		781	1,438		

Office of the Inspector-General of Emergency Management

Notes to the Financial Statements For the year ended 30 June 2015

17. Budget vs actual comparison (continued)

Explanations of major variances

- (a) Consultancies and contractors expense was lower than the budgeted figure due to the realignment of resources to the Callide Creek Flood review.
- (b) The variance has arisen due to expenditure for the Innovation Hub Project run by the Department of Science, Information Technology and Innovation.
- (c) Variance in cash and cash equivalents is due to the timing of cash outflows relating to accounts payable. The remainder of the variance is due to factors outlined in the explanations of major variances in the Statement of Profit or Loss and Other Comprehensive Income.
- (d) Variance is due to annual leave levy payable to the Queensland Government's Annual Leave Central Scheme (ALCS) which was previously administered through an interim arrangement within Queensland Fire and Emergency Services (QFES).

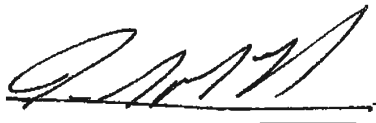
Office of the Inspector-General of Emergency Management

Accountable Officers' declaration For the financial year ended 30 June 2015


Certificate of the Office of the Inspector-General of Emergency Management

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Finance and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1) (b) of the Act, we certify that in our opinion:

1. the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
2. the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Office of the Inspector-General of Emergency Management for the financial year ended 30 June 2015 and of the financial position of the office at the end of that year; and
3. these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



Iain S MacKenzie
AFSM
Accountable Officer
Inspector-General of Emergency Management



R. Wilson
B.Bus (Mgt), MIPA, GAICD
Grad Cert Exec Ldrshp
Chief Finance Officer

Date: 28th August 2015
Brisbane, Queensland

Date: 28th August 2015
Brisbane, Queensland

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Office of the Inspector-General of Emergency Management

Report on the Financial Report

I have audited the accompanying financial report of the Office of the Inspector-General of Emergency Management, which comprises the statement of financial position as at 30 June 2015, the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Inspector-General of Emergency Management and the Chief Finance Officer.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

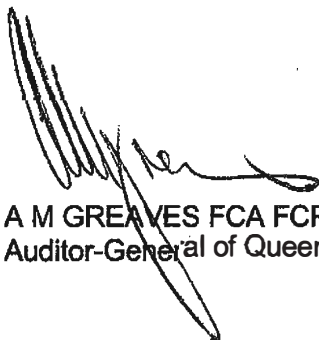
Opinion

In accordance with s.40 of the *Auditor-General Act 2009*:

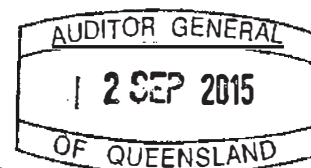
- (a) I have received all the information and explanations which I have required
- (b) In my opinion:
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Office of the Inspector-General of Emergency Management for the financial year 1 July 2014 to 30 June 2015 and of the financial position as at the end of that year.

Other Matters - Electronic Presentation of the Audited Financial Report

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



A M GREAVES FCA FCPA
Auditor-General of Queensland



Queensland Audit Office
Brisbane

APPENDICES

Acronyms

ARRs	<i>Annual report requirements for Queensland Government agencies</i>
ESU	Ethical Standards Unit
FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2009</i>
FTE	Full-time equivalent
HIA	Head of Internal Audit
IGEM	Inspector-General Emergency Management
PSBA	Public Safety Business Agency
QFES	Queensland Fire and Emergency Services
QGEA	Queensland Government Enterprise Architecture
QPS	Queensland Police Service

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 8	2
Accessibility	<ul style="list-style-type: none"> Table of contents Acronyms 	ARRs – section 10.1	3 57
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	1
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	1
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4	1
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 10.5	1
	General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1
<ul style="list-style-type: none"> Agency role and main functions 		ARRs – section 11.2	6, 10-14, 60
<ul style="list-style-type: none"> Operating environment 		ARRs – section 11.3	10-13
<ul style="list-style-type: none"> Machinery of government changes 		ARRs – section 11.4	7
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 12.1	11-12, 16-21
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2	21
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	10-13, 15
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4	15
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	28-29
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	14
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	22-24
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 14.3	N/A
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4	24-25

Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	• Risk management	ARRs – section 15.1	8
	• External scrutiny	ARRs – section 15.2	N/A
	• Audit committee	ARRs – section 15.3	8
	• Internal audit	ARRs – section 15.4	25
	• Information systems and recordkeeping	ARRs – section 15.5	26
Governance – human resources	• Workforce planning and performance	ARRs – section 16.1	26-27
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	27
Open Data	• Consultancies	ARRs – section 17 ARRs – section 34.1	3
	• Overseas travel	ARRs – section 17 ARRs – section 34.2	3
	• Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3	3
	• Government bodies	ARRs – section 17 ARRs – section 34.4	N/A
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	54
	• Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	55-56
	• Remuneration disclosures	Financial Reporting Requirements for Queensland Government Agencies ARRs – section 18.3	39, 41-44

Contacts and key locations

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