

# Overview

## About us

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### *Our vision*

*A catalyst for excellence in emergency management*

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### *Our purpose*

*To enable confidence in Queensland's emergency management arrangements*

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The Office of the Inspector-General Emergency Management (the Office) 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.

The Office provides independent assurance and advice about Queensland's emergency management arrangements, with a focus on a risk-based approach. It also provides authoritative reporting to enhance accountability and improve outcomes for the community.

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.

Disaster management within Queensland is built on local capability and capacity, supported and strengthened through a scalable, responsive model. The model builds on the availability and coordination of support at local, district, state and national levels. The success of the system relies on key stakeholders working together in collaborative and cooperative ways.

The Office delivers its services from Brisbane.

## Our accountabilities

The Office has the following functions under the *Disaster Management Act 2003*:

- 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 about issues relating to the abovementioned functions.

## Queensland Government objectives

The Queensland Government works closely with all Queenslanders to deliver its objectives for the community. Integrity, accountability and consultation underpin everything the Queensland Government does.

## Our strategic objectives

The Office's strategic objectives, as outlined in the *Strategic Plan 2017-2021*, support the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services.

Objective	Strategies
<p><b>1</b> <i>Independent assurance and advice to Government, stakeholders and the community enhances strategic direction, accountability and outcomes in Queensland's emergency management arrangements</i></p>	<ul style="list-style-type: none"> <li>• Promote a coordinated strategic direction for emergency management in Queensland</li> <li>• Undertake targeted reviews and system analysis that identify risks and prioritise improvements on the basis of community outcomes</li> <li>• Design, apply and embed contemporary assurance frameworks, activities and tools that are valued by stakeholders and enable improved performance, evaluation and reporting</li> <li>• Provide system oversight and assurance that enables key stakeholders to deliver their responsibilities and achieve performance outcomes across emergency management</li> </ul>
<p><b>2</b> <i>A culture of excellence and innovation that challenges the emergency management sector to adapt to and explore emerging opportunities</i></p>	<ul style="list-style-type: none"> <li>• Seek and harness trusted partnerships that promote collaboration, community-centric engagement, leadership and resilience</li> <li>• Connect and engage with key stakeholders and partners through flexible and transparent platforms, systems and processes that enable interoperability, open communication and good governance</li> <li>• Leverage contemporary research and analysis to inform evidence-based policy, practice and advice across all phases of emergency management</li> <li>• Provide clear and timely information and advice that builds capability and empowers key stakeholders to effectively meet their emergency management accountabilities</li> </ul>
<p><b>3</b> <i>Our workforce is diverse, forward-looking, agile and engaged</i></p>	<ul style="list-style-type: none"> <li>• Actively champion inclusion and diversity</li> <li>• Foster a culture of service excellence and high-performance that models our values</li> <li>• Strengthen our workforce capability, knowledge management, information sharing and use of common language</li> <li>• Leverage opportunities to create and apply leading practice, collaborative and mutually supportive service delivery models</li> </ul>

## Our values

The Office's values align with the Queensland Public Service values.



### 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

## Our environment

Globalisation, climate adaptation, digital disruption, shifting demographics, cultural diversity and community expectations all form part of the changing landscape within which emergency management operates in Queensland.

The complexity of disasters is increasingly influencing how the Queensland emergency management sector adapts to and plans for events.

Community-centric approaches are emerging that draw on local capability, capacity, leadership and ownership of disaster management in a maturing emergency management system. To mitigate the effects of disasters and build community resilience in Queensland, our current system is directed toward collaboration and cooperation at local, district, state and national levels supported by scalable, agile, interoperable and cost-efficient approaches to emergency management.

Further information about how the Office is responding to these environmental factors can be found in the 2017-18 Highlights (refer pages 14 to 23).

## Our strategic challenges

The Office identified the following key strategic challenges for 2017-18 and into the future:

- environmental factors and digital disruption may impact the extent to which barriers to responsive and integrated disaster management are effectively reduced for local governments, state agencies and key partners
- shifting customer expectations may impact the Office's ability to provide valued and

contemporary services to key stakeholders and partners in the emergency management sector, and to ensure state agency participation in arrangements at all levels

- the changing hazard environment and disaster events may limit the opportunity to engage with key stakeholders, and ensure appropriate action is being taken to contribute to resilient communities.

## Outlook

In 2018-19, the Office will contribute to *Our Future State: Advancing Queensland's Priorities* (launched 11 June 2018) to keep communities safe and be a responsive government through a range of initiatives, including:

- promoting a coordinated strategic direction for emergency management in Queensland
- undertaking targeted reviews that identify risks and prioritise improvements based on community outcomes
- providing system analysis, oversight, monitoring and assurance that builds capability and empowers key stakeholders to effectively deliver their emergency management accountabilities and outcomes
- adopting a collaborative approach to lessons management across the disaster management sector
- designing and embedding contemporary assurance frameworks and tools that are valued by stakeholders and enable improved performance, evaluation and reporting
- seeking and harnessing trusted partnerships that promote collaboration, community-centric engagement, leadership and resilience
- connecting and engaging with key stakeholders through adaptable platforms, systems and process that enable interoperability and good governance
- leveraging current research, analysis and leading practice to inform evidence-based policy and advice.

Key priorities for the Office during 2018-19 include:

- leading the development and implementation of a system-wide lessons management program for Queensland that includes a means of assessing the outcomes of review recommendations
- conducting a Capability Review of the Mount Isa Disaster District, including the district and local disaster management groups
- refreshing the *Emergency Management Assurance Framework*, including the *Standard for Disaster Management in Queensland*
- progressing research and collaborative opportunities between local disaster management practitioners and universities
- facilitating knowledge sharing, skills development and collaboration across the sector through a statewide network of disaster management officers.

During 2018-19, key strategic challenges for the Office are:

- balancing competing customer and stakeholder expectations
- actively engaging with emergency management partners in a changing hazard environment
- monitoring advances in emergency management service delivery, systems and platforms.

## Our partners

The Office works across the emergency and disaster management sector to improve disaster management outcomes for the community.

It maintains strong relationships with its partners in the community including local governments and non-government organisations.

The Office also works closely with:

- the public safety agencies – Queensland Fire and Emergency Services (QFES), Queensland Police Service (QPS), and the Public Safety Business Agency (PSBA)
- other Queensland Government agencies including Queensland Reconstruction Authority (QRA), Department of the Premier and Cabinet (DPC), Queensland Health (QH), Department of Transport and Main Roads (DTMR), Department of Communities, Disability Services and Seniors (DCDSS), Department of Local Government, Racing and Multicultural Affairs (DLGRMA), Department of Housing and Public Works (DHPW), and Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)
- the Local Government Association of Queensland (LGAQ) and the Bureau of Meteorology
- the Inspector-General for Emergency Management Victoria.

The PSBA delivers professional information and communication technology, financial, procurement, asset management, human resources, and audit services to the Office. QFES provides the Office with professional legal services.

The Office is committed to maintaining and enhancing these partnerships, and maximising stakeholder liaison and collaboration, 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.

## Structure



As at 30 June 2018, the Office is comprised of:

- **Interoperability and Innovation**, responsible for the delivery of review and assurance activities and facilitating programs and solutions designed to help the Office and agencies deliver better disaster management outcomes.
- **Performance, Reporting and Policy Analysis**, responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office.
- **Standards, Best Practice and Evaluation**, responsible for the delivery of review and assurance activities, management and performance of the *Emergency Management Assurance Framework*, including the *Standard for Disaster Management in Queensland*, and the *Assurance and Excellence Development Program (AEDP)*.
- **Community and Stakeholder Engagement**, responsible for overseeing the active engagement of disaster management stakeholders across all levels of government, tertiary and non-government organisations, and the community.